

**Faculty for Education of the Executives
University of Business Academy
Novi Sad, Serbia**

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

ANTiM 2010

**PROCEEDINGS
Volume 2**

**Editor:
Života Radosavljević**

**Tara, Serbia
22 - 25. April 2010.**

Publishers: Faculty for Education of the Executives
(Fakultet za obrazovanje diplomiranih pravnika i diplomiranih
ekonomista za rukovodeće kadrove - FORKUP)
University of Business Academy, Novi Sad

For publisher: Prof. dr Života Radosavljević, Dean, Faculty for Education of the
Executives, University of Business Academy, Novi Sad, Serbia

Reviewers: Academic Prof. dr Vojislav Vučenović, Faculty of Economics,
University of Belgrade, Belgrade, Serbia
Профессор Василий Игнатьевич Герасимчук, д. э. н.,
Национальный технический университет Украины „Киевский
политехнический институт“, Киев, Украина
Emeritus Prof. dr Svetolik Kostadinović, Faculty for Education of
the Executives, University of Business Academy, Novi Sad, Serbia
Prof. dr Vidoje Vujić, Faculty of Tourism and Hotel Management,
Opatija, Croatia
Prof. dr Karl Schopf, Akademie für Wissenschaftliche Forschung
und Studium, Wien, Austria
Emeritus Prof. dr Kostadin Pušara, Faculty for Education of the
Executives, University of Business Academy, Novi Sad, Serbia
Профессор Сергей Васильевич Куприянов, д. э. н.,
Белгородский государственный технологический университет
им. В.Г. Шухова, Белгород, Россия

Admitted from: Education Council of Faculty for Education of the Executives,
Novi Sad (No. 305/09 from 18.12.2009)

Technical treatment and design: Milan Stojanović

Circulation: 200

Printed by: Centar za edukaciju rukovodećih kadrova i konsalting (CERK)
Beograd

ORGANIZER

Faculty for Education of the Executives

(Fakultet za obrazovanje diplomiranih pravnika i diplomiranih ekonomista
za rukovodeće kadrove - FORKUP)

University of Business Academy Novi Sad, Serbia

ORGANIZING COMMITTEE

1. Doc. dr Milan Radosavljević, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia, Vice-chairman
2. Prof. dr Dragan Ćosić, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia
3. Doc. dr Petar Kočović, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia
4. Doc. dr Vukašin Lale, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia
5. Doc. dr Aca Marković, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia
6. Doc. dr Mehmed Avdagić, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia
7. Doc. dr Maja Anđelković, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia
8. Mr Gordana Đuretić, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia
9. MA Vladana Lilić, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia
10. MA Dragana Banković, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

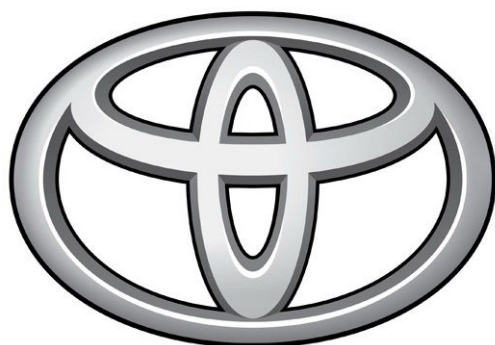
SCIENTIFIC COMMITTEE

1. Prof. dr Života Radosavljević, Dean, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia, Chairman
2. Prof. dr Vojislav Vučenović, academician, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia, Vice-chairman
3. Prof. dr Gordana Ajduković, European University, Belgrade, Serbia
4. Prof. dr Nada Barac, Faculty of Economics, University of Niš, Niš, Serbia
5. Prof. dr Leonid Borisenko, Technical University of Mogilev, Mogilev, Belarus
6. Prof. dr Mikhail V. Burmistr, academician, Rector, Ukrainian State Chemical Technology University of Dniepropetrovsk, Dniepropetrovsk, Ukraine
7. Prof. dr Alexander I. Burya, academician, Dniepropetrovsk State Agrarian University, Dniepropetrovsk, Ukraine
8. Prof. dr Vidoje Vujić, University of Rijeka, Faculty for tourist and hotel management, Opatija, Croatia
9. Prof. dr Slobodan Čamilović, Director of Institute, Open University, Travnik, Bosnia and Herzegovina
10. Prof. dr Janko Cvijanović, Economic Institute, Belgrade, Serbia
11. Prof. dr Karl Schopf, Akademie für Wissenschaftliche Forschung und Studium, Wien, Austria
12. Prof. dr Volodymir Fedorinov, rector, Donbass State Machinery Academy, Kramatorsk, Ukraine
13. Prof. dr Vasily Ignatevich Gerasimchuk, Faculty of Economics, NTUU „KPI“, Kiev, Ukraine
14. Prof. dr Raycho Ilarionov, vice-rector, Technical University of Gabrovo, Bulgaria
15. Prof. dr Slobodan Ivočić, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia
16. Prof. dr Svetolik Kostadinovic, Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia
17. Prof. dr Cristian N. Madu, Lubin School of Bussiness, Pace University, New York, USA
18. Prof. dr Valentin Nedeff, Rector, University of Bacău, Bacău, Romania
19. Prof. dr Tanya Nesiolovskaya, Dean, Engineering Faculty of Economics, Yaroslavl State Technical University, Yaroslavl, Russia
20. Prof. dr Anuta Georgieva Nikolova, Dean, Faculty of Economics, Technical University of Gabrovo, Gabrovo, Bulgaria
21. Prof. dr Ľubica Palatinusova, Faculty of Informatics and Information Technologies, Slovak University of Technology in Bratislava, Bratislava, Slovakia
22. Prof. dr Nam Kyu Park, Tongmyong University, Busan, Korea
23. Prof. dr Georgios Petropoulos, Faculty of Mechanical & Industrial Engineering, University of Thessaly, Volos, Greece
24. Prof. dr Narcisa Popescu, University "Politehnica", Bucharest, Romania

25. Prof. dr Sergyi Pryimenko, Dean, Economics and Arts Faculty, Donbass State Machinery Academy, Kramatorsk, Ukraine
26. Prof. dr Ilija Brčić, Dean, Faculty of Mediterranean Business Studies, Tivat, Montenegro
27. Prof. dr Alexando Ruggiero, Faculty of Mechanical Engineering, University of Salerno, Fisciano, Italy
28. Prof. dr. Dong-Keun Ryoo, College of International Studies, Korea Maritime University, Busan, Korea
29. Prof. dr Igor Sergeevich Sazonov, Rector, Technical University of Mogilev, Mogilev, Belarus
30. Prof. dr Adolfo Senatore, Faculty of Mechanical Engineering, University of Salerno, Fisciano, Italy
31. Prof. dr Mirko Soković, Faculty of Mechanical Engineering, University of Ljubljana, Ljubljana, Slovenia
32. Prof. dr Mirela Toth-Tascau, Faculty of Mechanical Engineering, Politehnica University of Timișoara, Timișoara, Romania
33. Prof. dr Radovan Tomić, academician, High Business School, Novi Sad, Serbia
34. Prof. dr Ovidiu-Leonard Turcu, Dean, Faculty of Economics, Bacau University, Bacau, Romania
35. Prof. dr Nikolaos Vaxevanidis, Institute of Pedagogical & Technological Education, N. Heraklion Attikis, Greece
36. Prof. dr Milan Vukčević, Faculty of Mechanical Engineering, University of Podgorica, Podgorica, Montenegro
37. Prof. dr Hubert Schmitt, Akademie für Wissenschaftliche Forschung und Studium, Wien, Austria
38. Prof. dr Ace Milenkovski, University Chancellor, University for Tourism and Management, Faculty of Tourism, Skopje, Macedonia
39. Prof. dr Larisa Jovanović, Educons University, Faculty of Environmental Governance and Corporate Responsibility, Sremska Kamenica, Serbia
40. Doc. dr Evgenija Nikiforova, Belgorod State Technological University named after V.G. Shukhov, Belgorod, Russia
41. Doc. dr Irina Somina, Belgorod State Technological University named after V.G. Shukhov, Belgorod, Russia
42. Doc. dr Elena Strjabkova, Belgorod State Technological University named after V.G. Shukhov, Belgorod, Russia

SPONSORSHIP ORGANIZATION

**MINISTRY FOR SCIENCE AND TEHNOLOGICAL DEVELOPMENT OF
REPUBLIC SERBIA**



TOYOTA

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

CONTENTS

Volume 1

PLENARY SESSION (INVITATION PAPERS)

PS-1.	Radosavljević Života (Novi Sad - Serbia)	1
	APPLICATION OF NEW CONCEPTS AND TECHNOLOGY IN ECONOMICS AND MANAGEMENT	
PS-2.	Vučenović Vojislav (Belgrade – Serbia)	13
	NEW CONCEPTS (WAYS) OF SUCCESS	
PS-3.	Куприянов Сергей (Белгород - Россия), Радосавлевич Живота	18
	(Новый Сад - Сербия) ЭТИКА И СОВРЕМЕННЫЕ ТЕХНОЛОГИИ МЕНЕДЖМЕНТА	
PS-4.	Vujić Vidoje (Opatija - Croatia)	23
	NEW ROLE AND HUMAN CAPITAL TECHNOLOGY MANAGEMENT	
PS-5.	Petar Kočović (Novi Sad - Serbia)	30
	WORLDWIDE IT SPENDING OUTLOOK, 2010	
PS-6.	Soloviov V.P. (Kiev - Ukraine)	38
	INNOVATION POLICY IN UKRAINE: THE STATE AND THE WAITING FOR FUTURE	
PS-7.	Stubelj Igor, Dolenc Primož, Novak Matjaž, Jerman Mateja (Koper - Slovenia)	44
	DIFFERENCES OF BANKS EFFICIENCY AMONG NEW AND OLD EU MEMBER STATES	
PS-8.	Radosavljević Milan (Novi Sad - Serbia)	51
	THE IMPACT OF THE WORLD ECONOMIC CRISIS ON DEVELOPING COUNTRIES	
PS-9.	Čamilović Slobodan (Travnik - Bosnia and Herzegovina)	56
	QUALITY MANAGEMENT IN HUMAN RESOURCES	
PS-10.	Сомина Ирина (Белгород - Россия), Анжелкович Майя (Новый Сад - Сербия)	62
	НЕКОТОРЫЕ АСПЕКТЫ ИННОВАЦИОННОГО РАЗВИТИЯ ПРЕДПРИЯТИЙ	
PS-11.	Rajević Dragan (Podgorica - Montenegro)	66
	MARKETING IN THE FUNCTION OF SUSTAINABLE DEVELOPMENT OF TOURIST DESTINATION	
PS-12.	Jerman Mateja, Novak Matjaž, Dolenc Primož, Stubelj Igor (Koper - Slovenia)	72
	IMPACT OF FINANCIAL CRISIS ON CORPORATE PERFORMANCE: EVIDENCE FROM SLOVENIA AND SERBIA	
PS-13.	Hubert Schmitt (Vienna – Austria)	78
	ETHIK IN DER WIRTSCHAFT	
PS-14.	Герасимчук В. И. (Kiev - Ukraine)	81
	ОРИЕНТИР НА НАУКОЕМКУЮ ПРОДУКЦИЮ В СТРУКТУРЕ ТОВАРООБОРОТА УКРАИНЫ И СЕРБИИ	
PS-15.	Schopf Karl (Wien - Austria), Radosavljević Života (Novi Sad - Serbia),	93
	Doroshenko Yuriy (Belgorod - Russia) MANAGEMENT IN CRISIS CONDITIONS	
PS-16.	Milenkovski Ace (Skopje - Macedonia), Rosić Nedeljka (Brisbane – Australia),	99
	Pajić Suzana (Novi Sad - Serbia) MANAGING ECOLOGY AND TOURISM INDUSTRY IN AUSTRALIA	
PS-17.	Rosić Nedeljka (Brisbane – Australia), Anđelković Maja (Novi Sad - Serbia),	107
	Reko Krstina (Novi Sad - Serbia) AUSTRALIA TOURISM MANAGEMENT IN MACRO LEVEL	

PAPERS

P-1.	Ajduković Gordana, Cvijić Lazar (Belgrade - Serbia)	113
	ECONOMIC FREEDOM - NOTION AND HOW TO MEASURE	
P-2.	Alija Ismet (Travnik - Bosnia and Herzegovina)	117
	INTELLECTUAL PROPERTY AS A CONTEMPORARY RESOURCE IN THE IMPLEMENTATION OF NEW TECHNOLOGY IN MANAGEMENT	
P-3.	Andevski Milica, Ristić Dušan (Novi Sad - Serbia).....	122
	QUALITY DEVELOPMENT IN EDUCATION FOR MANAGEMENT	
P-4.	Andelković Maja (Novi Sad - Serbia).....	127
	BUSINESS TRENDS ORIGINATED DURING THE ECONOMIC CRISIS IN 2009	
P-5.	Avdagić Mehmed (Novi Sad - Serbia),.....	133
	Stojanović Vladimir, Avdagić Dževada (Sarajevo - Bosnia and Herzegovina) ROLES OF MANAGEMENT AND SYNDICATE IN CRISIS OVERCOMING	
P-6.	Banković Dragana (Novi Sad - Serbia)	139
	COMPETENCY MAPPING IN BUSINESS	
P-7.	Barac Nada, Andelković Aleksandra, Milovanovic Goran (Niš - Serbia).....	144
	BENEFITS OF SUPPLIER RELATIONSHIP MANAGEMENT (SRM) FOR PARTNERS IN SUPPLY CHAIN	
P-8.	Ciurariu Gabriela (Iasi - Romania)	150
	BANCRUPTCY RISK AND ACCOUNTING MEASURES	
P-9.	Čolaković Namik (Travnik - Bosnia and Herzegovina),	154
	Avdagić Mehmed (Novi Sad - Serbia), Bajramović Ismet (Sarajevo - Bosnia and Herzegovina) DEVELOPMENT OF INFORMATION TECHNOLOGY AND THEIR IMPACT ON THE PROTECTION OF ENVIRONMENT IN BOSNIA AND HERZEGOVINA	
P-10.	Dizdarević Sead (Zenica - Bosnia and Herzegovina)	159
	NEW TECHNOLOGIES IN THE MANAGERIAL RELATIONS IN BOSNIA AND HERZEGOVINA	
P-11.	Дорошенко Ю.А., Лысых М.Н. (Белгород - Россия).....	163
	ЭКОНОМИЧЕСКИЕ ПОТЯСЕНИЯ КАК СЛЕДСТВИЯ ТРАНСАКЦИОННЫХ ИЗДЕРЖЕК	
P-12.	Đuretić Gordana (Novi Sad - Serbia).....	166
	A WOMAN AS A MANAGER	
P-13.	Đurić M. Dragana (Novi Sad - Serbia).....	171
	EXIT FROM CRISIS IS UNSEEN, AND MORE OPEN QUESTIONS OCCUR	
P-14.	Golijan Dragan, Šabeta B. Aida (Novi Sad - Serbia)	176
	MEDIATION AS A CONTRIBUTION TO DEVELOPMENT AND SECURITY	
P-15.	Hasanović Halil (Sarajevo - Bosnia and Herzegovina),	181
	Sinanović Mihret, Džidić Elvir (Novi Sad - Serbia) COMPETITION MODELING OF VOCATIONAL TRAINING AND TRAINING DIRECTORS OF HIGH SCHOOLS IN BOSNIA AND HERZEGOVINA	
P-16.	Ivović Jelena (Leposavić - Serbia)	188
	NEW PRODUCT AS AN INNOVATION FACTOR FOR RAISING THE INOVATIVITY LEVEL OF SME	
P-17.	Яценко Г. Н., Одарченко А. В. (Белгород - Россия).....	193
	ДИФФЕРЕНЦИАЦИЯ ДОХОДОВ НАСЕЛЕНИЯ И ИХ ГОСУДАРСТВЕННОЕ РЕГУЛИРОВАНИЕ	
P-18.	Jašarević Osman (Travnik – Bosnia and Herzegovina)	196
	LEGAL AND ECONOMIC ASPECTS OF FRAUDS RELATED TO VEHICLES INSURANCE	
P-19.	Komljenović Brana (Novi Sad - Serbia).....	201
	MARKETING PLANNING OF CONSUMPTION AND BLOOD PRODUCT	
P-20.	Kostadinović Svetolik (Novi Sad - Serbia), Krsić Danijela (Belgrade - Serbia)	205
	THE IMPORTANCE OF TELECOMMUNICATION ACTIVITY THROUGH PARTICIPANCE IN BDP	
P-21.	Куприянов С., Ряпухина В.Н., Шевцова С. (Белгород - Россия).....	213
	DEVELOPMENT OF THE ECONOMY BY MEANS OF THE SPECIAL TECHNOLOGICAL-INVENTIVE ECONOMIC ZONES	

P-22.	Кузнецова И.А., Левченко А.С. (Белгород - Россия)	219
	ПРОБЛЕМЫ ПОВЫШЕНИЯ ДЕЛОВОЙ АКТИВНОСТИ ПРЕДПРИЯТИЯ	
P-23.	Lazarević Miodjub (Vladimirci - Serbia), Lazarević Petrović Svetlana (Šabac - Serbia)	222
	DEVELOPMENT AND CHARACTERISTICS OF THE VOCATIONAL EDUCATION	
P-24.	Лилич Владана (Новый Сад - Сербия)	229
	ОБУЧАЮЩАЯСЯ ОРГАНИЗАЦИЯ – ОРГАНИЗАЦИЯ XXI ВЕКА	
P-25.	Marković Aca (Novi Sad - Serbia).....	234
	EVALUATION CENTER's ROLE AND TASKS IN MANAGERS CHOICE AND SELECTION	
P-26.	Memišević Emin (Sarajevo - Bosnia and Herzegovina).....	239
	THE ROLE OF THE LEGAL NORMS AND ORIENTATION VALUES IN REMOVING SOCIO-PATHOLOGICAL PHENOMENON IN THE SOCIO-ECONOMIC DEVELOPMENT	
P-27.	Miljković Aleksandar, Miljković Ljubomir (Novi Sad - Serbia)	245
	PREVIOUS EXPERIENCES OF PRIVATIZATION IN SERBIA	
P-28.	Mrgud Vitomir (Banja Luka - Bosnia and Herzegovina),	249
	Tošović-Spahalić Sinka, Kovačević Saša (Sarajevo - Bosnia and Herzegovina) EMPLOYEES QUALIFYING PROCESS IN THE FUNCTION OF SYSTEM FOR QUALITY MANAGEMENT (ISO 9001:2000)	
P-29.	Немцевич Джордже, Грабовач Райко, Тубакович Борко (Новый Сад - Сербия).....	255
	ПРИМЕНЕНИЕ НОВЫХ ТЕХНОЛОГИЙ ОБРАЗОВАНИЯ В МЕНАДЖМЕНТЕ	
P-30.	Никифорова Евгения (Белгород - Россия),	262
	Радосавлевич Драгана (Новый Сад - Сербия) ЛОГИСТИКА - ЭФФЕКТИВНЫЙ ИНСТРУМЕНТ МЕНЕДЖМЕНТА	
P-31.	Novićević Nevenka (Kragujevac - Serbia)	266
	THE USE OF INFORMATIONAL TECHNOLOGY AND INTERNET IN MEDICINE	
P-32.	Остафійчук А.В. (Краматорск - Украина)	272
	СТРАТЕГИЧЕСКИЕ АСПЕКТЫ ТРУДОВОЙ ДЕЯЛЬНОСТИ РАБОТНИКОВ СОВРЕМЕННЫХ ПРЕДПРИЯТИЙ	
P-33.	Pajić Suzana (Novi Sad - Serbia), Jevtić Dorian (Velika Plana - Serbia).....	276
	EFFECT OF WORKING TIME ON THE HEALTH OF EMPLOYEES	
P-34.	Petaković Vesna (Novi Sad - Serbia)	281
	BUSINESS STRATEGY OPTIMIZATION AND IMPLEMENTATION	
P-35.	Popova V., Stolyarova V.A. (Белгород - Россия)	286
	EUROREGION "SLOBOZHANSKINA", THE FORM OF INTERNATIONAL INTEGRATION OF TERRITORIAL FORMATIONS IN THE KEY ASPECT OF THE INTERNATIONAL ECONOMIC ACTIVITY'S DEVELOPMENT	
P-36.	Prokopović B. Borivoje, Arsić-Trajković Maja, Petković J. Bratislav (Niš - Serbia)	291
	MANAGEMENT ASPECT OF LIQUIDITY AND SOLVENCY	
P-37.	Pušara Kostadin, Pušara Aleksandra (Novi Sad - Serbia)	298
	LOBBYING - ECONOMIC DIPLOMACY IMPORTANT ISSUE	
P-38.	Radosavljević Dragana (Novi Sad - Serbia)	302
	ETHICAL BEHAVIOR AND ITS INFLUENCE ON CORPORATIVE SUCCESS	
P-39.	Радосавлевич Драгана (Новый Сад - Сербия),	308
	Стрябкова Елена Анатольевна (Белгород - Россия) КУЛЬТУРА КАК ФАКТОР ДЕЛОВОГО УСПЕХА	
P-40.	Радосавлевич Милан (Новый Сад - Сербия),	314
	Сомина Ирина Владимировна (Белгород - Россия) ДОВЕРИЕ КАК ФАКТОР СОВРЕМЕННОГО БИЗНЕСА	
P-41.	Radosavljević Života (Novi Sad - Serbia),	320
	Куприянов Сергей Васильевич (Белгород - Россия) RESEARCH CENTERS AS MECHANISMS IN DEVELOPING BUSINESS ETHICS	
P-42.	Simić Ivana, Stanojević Marina (Niš - Serbia)	326
	PSYCHOMETRIC PERSONALITY ASSESSMENT IN ORGANIZATION	
P-43.	Sinanović Mihret, Džidić Elvir (Novi Sad - Serbia)	331
	PRINCIPALS ROLE IN LIFETIME LEARNING LEADING	
P-44.	Strašek Rok (Koper - Slovenia)	336
	DEVELOPMENT AND IMPLEMENTATION OF A MODEL FOR VEHICLE ROUTING OPTIMIZATION	

P-45.	Щетинина Е.Д., Старикова М. С. (Белгород - Россия)	340
	ТЕХНОЛОГИЯ БЕНЧМАРКИНГА КАК ИНСТРУМЕНТ КОРПОРАТИВНОГО УПРАВЛЕНИЯ	
P-46.	Trnavac Dragana (Novi Sad - Serbia).....	343
	MACROECONOMIC INDICATORS OF REGIONAL ECONOMIC DEVELOPMENT	
P-47.	Vidaković Mira (Novi Sad - Serbia).....	349
	BUSINESS ETHICS AS CONCEPT OF SUCESSFULL ORGANIZATION	
P-48.	Вученович Воислав (Белград - Сербия), Маркович Аца (Новый Сад - Сербия), Никифорова Евгения Петровна (Белгород - Россия)	354
	ХОЛИСТИКА КАК ТЕХНОЛОГИЯ СОВРЕМЕННОГО БИЗНЕСА	
P-49.	Zdravković Bojan (Novi Sad - Serbia)	358
	LEGAL ASPECT OF ELECTRONIC SIGNATURE IN DOMAIN OF ELECTRONIC GOVERNMENT IN SERBIA	

Volume 2

P-50.	Адамович Мирьяна (Новый Сад - Сербия)	369
	КОМУНИКАЦИЯ В СОВРЕМЕННОМ ДЕЛОВОМ ОБЩЕСТВЕ	
P-51.	Ahmetović Faik (Novi Sad - Serbia), Muratović Šaban (Belgrade - Serbia), Ukić Nihad (Novi Sad - Serbia)	374
	NEW TECHNOLOGIES IMPLEMENTATION IN THE MANAGEMENT	
P-52.	Banković Dragana, Gijić Nebojša (Novi Sad - Serbia)	379
	APPLICATION OF WEB 2.0 TECHNOLOGY IN BUSINESS	
P-53.	Barac Nada, Milovanović Goran, Anđelković Aleksandra (Niš - Serbia)	385
	IMPORTANCE RELATIONSHIP IN GLOBAL SUPPLY CHAIN	
P-54.	Bilić Siniša (Novi Sad - Serbia), Misirača Dalibor (Gradiška - Bosnia and Herzegovina), Opačak Ivica, Vujčić Jasna (Slavonski Brod - Croatia)	390
	STEP CLOSER TO EUROPEAN UNION WITH MASTERS EXAM	
P-55.	Билич Сузана (Новый Сад - Сербия)	393
	ИНФОРМАЦИОННО-КОММУНИКАЦИОННЫЕ ТЕХНОЛОГИИ	
P-56.	Bojić Bruno (Novi Sad - Serbia)	400
	CONTEMPORARY ARCHITECTURE OF ORGANIZATION	
P-57.	Bosanac Draško, Jerotijević Zoran (Novi Sad - Serbia)	405
	MULTIDISCIPLINARITY IN EDUCATION AND TRAINING OF MANAGERS	
	AS A CRUCIAL CONDITION FOR SUCCESSFUL APPLICATION OF	
	NEW TECHNOLOGIES IN MANAGEMENT	
P-58.	Branković Biljana (Belgrade - Serbia), Pavlović Marko (Novi Sad - Serbia)	411
	ELECTRONIC BUSINESS IN THE POSTAL SECTOR	
P-59.	Brčić Ilija (Tivat - Montenegro)	417
	MODEL OF PLANNING OF MARINE CONSTRUCTION WITHIN THE CONTEXT OF	
	SUSTAINABLE DEVELOPMENT	
P-60.	Циндрич Йосо (Новый Сад - Сербия)	422
	УПРАВЛЕНИЕ ЗНАНИЯМИ КАК ФАКТОР ДЕЛОВОГО УСПЕХА	
P-61.	Ciurariu Gabriela (Iasi - Romania)	429
	COMPETITIVENESS, BUSINESS ENVIRONMENT AND SMALL AND	
	MEDIUM COMPANIES	
P-62.	Cvetković I. Zoran, Džanković Esad, Dimitrijević V. Milovan (Niš - Serbia)	432
	PUBLIC ADMINISTRATION MANAGEMENT	
P-63.	Čakarević Radenko (Novi Sad - Serbia)	437
	CONTEMPORARY CRYPTOGRAPHY IMPLEMENTATION - DIGITAL SIGNATURE	
P-64.	Чижова Е.Н., Чижов С.Ф. (Белгород - Россия)	441
	ТЕХНОЛОГИЧЕСКИЙ ПОДХОД К ПОНИМАНИЮ КРИЗИСА ОРГАНИЗАЦИИ	
P-65.	Ćorović Enes (Ivanjica - Serbia), Muratović Šaban (Belgrade - Serbia), Dolovac Bido (Novi Pazar - Serbia)	448
	TEXTILE INDUSTRY MANAGEMENT CHALLENGES IN SERBIA IN	
	THE GLOBALIZATION CIRCUMSTANCES	
P-66.	Dabović D. Dušan (Belgrade - Serbia)	454
	A NEW TECHNOLOGY IMPLEMENTATION IN THE PROCESS OF PROPERTY	
	INVENTORY OF A COMPANY IN THE REPUBLIC OF SERBIA	
P-67.	Danićević E., Zirojević D. (Banja Luka - Bosnia and Herzegovina)	459
	ROLE OF HUMAN CAPITAL IN KNOWLEDGE ECONOMY	
P-68.	Dedović Mihailo (Leposavić - Serbia)	464
	ENDING THE CRISIS – THE RICH PEOPLE MADE PROFIT AGAIN	
P-69.	Dedović Nedeljka (Leposavić - Serbia)	470
	IMPROVING RELATIONS WITH CUSTOMERS AND THEIR IMPACT ON	
	BUSINESS OUTPUT	
P-70.	Демура Наталья Анатольевна (Белгород - Россия)	477
	ЗАРОЖДЕНИЕ И ТРАНСФОРМАЦИЯ ТЕОРИЙ ЭКОНОМИЧЕСКОГО РОСТА	
	И РАЗВИТИЯ	

P-71.	Džanković Esad (Novi Sad - Serbia)	480
	PUBLIC SECTOR AND ADMINISTRATION REFORMS WITH EMPHASIS ON INFORMATION TECHNOLOGIES	
P-72.	Džinović Muamer (Sarajevo - Bosnia and Herzegovina), Radić Maja (Novi Sad - Serbia)....	485
	MOBBING – GLOBALIZATION FOLLOWER AND HOW TO OVERCOME IT	
P-73.	Đoković Goran (Belgrade - Serbia)	490
	CONTEMPORARY TENDENCIES IN FOOD INDUSTRY PACKING	
P-74.	Đorđević Mila (Belgrade - Serbia)	495
	PUBLIC MANAGEMENT AND MARKET LOGIC AND THEIR IMPLICATIONS UPON PUBLIC ADMINISTRATION	
P-75.	Гавриловская С.П., Доможирова О.В. (Белгород - Россия)	500
	ОСНОВНЫЕ АСПЕКТЫ ПРИМЕНЕНИЯ ЭКОНОМИКО-МАТЕМАТИЧЕСКОГО МОДЕЛИРОВАНИЯ ДЛЯ ПОДГОТОВКИ УПРАВЛЕНЧЕСКОГО РЕШЕНИЯ	
P-76.	Gijić Nebojša (Novi Sad - Serbia).....	503
	DIALOGUE OF ECONOMICS AND THEOLOGY - MODERN AGE NEEDS	
P-77.	Grdić Prstojević Vesna (Novi Sad - Serbia)	509
	EDUCATION AND TRAINING IN FUNCTION OF CONTEMPORARY ECONOMY	
P-78.	Ilić Dejan (Novi Sad - Serbia), Milošević Dragan (Požarevac - Serbia)	514
	INNOVATIONS AND SUSTAINABLE COMPETITIVE ADVANTAGE	
P-79.	Ilievska Marija (Belgrade - Serbia).....	519
	CAREER DEVELOPMENT AND MANAGEMENT	
P-80.	Ivanović Zoran (Belgrade - Serbia).....	524
	QUALITY IN THE CUSTOMER PROTECTION SYSTEM	
P-81.	Ivović Slobodan, Ivović Jelena (Leposavić - Serbia).....	530
	PRODUCT INTERNATIONAL COMPETITIVENESS ECOLOGICAL ASPECTS	
P-82.	Jelenković Miodrag, Ivanković Svetlana, Avdagić Mehmed (Novi Sad - Serbia)	535
	DECISION MAKING IN CONTEMPORARY ORGANIZATION	
P-83.	Jerotijević Zoran, Stanković Vladan (Novi Sad - Serbia)	539
	USAGE OF INFORMATION SYSTEMS IN JUSTICE	
P-84.	Jevtić Slađana, Jevtić Dorian (Velika Plana – Serbia)	543
	EMPLOYEE'S HEALTH MANAGEMENT IN ORGANIZATIONS	
P-85.	Jovanović Saša (Belgrade - Serbia)	549
	THE IMPORTANCE OF TECHNOLOGICAL DEVELOPMENTS FOR SERVICE MARKETING	
P-86.	Kolarić Borislav (Belgrade - Serbia), Radojčić Slobodan (Irig - Serbia)	553
	TEAMS AS A NEW ORGANIZATIONS STRUCTURES	
P-87.	Kostadinović Ivan (Novi Sad - Serbia).....	559
	SIX SIGMA AS A QUALITY STRATEGY - CREATING EXCELLENCE	
P-88.	Kovač Rade (Sarajevo - Bosnia and Herzegovina)	564
	THE SIGNIFICANCE OF GOOD INTERPERSONAL RELATIONS FOR EFFICIENT HUMAN RESOURCES MANAGEMENT IN ORGANIZATION	
P-89.	Лакич Весна (Градишка - Босна и Херцеговина)	569
	ВСЕОБЩИЙ МЕНЕДЖМЕНТ КАЧЕСТВА	
P-90.	Lojaničić Radojko (Berane - Montenegro).....	575
	INNOVATIONS IN MANAGEMENT	
P-91.	Lojaničić Radojko (Berane - Montenegro), Lojaničić Darko (Belgrade - Serbia), Lojaničić Ivana (Novi Sad - Serbia)	580
	BUSINESS MANAGEMENT IN CRISIS	
P-92.	Mandić Mirjana (Novi Sad - Serbia).....	584
	DIGITAL ECONOMY	
P-93.	Milošević Milan (Novi Sad - Serbia)	589
	LEGISLATIVE ASPECTS OF MONEY LAUNDERING PREVENTION	
P-94.	Miljković Ljubomir (Novi Sad - Serbia)	594
	INTERNAL REVISION IN FUNCTION OF PUBLIC INTERESTS PROTECTION	
P-95.	Mladenović Milan (Novi Sad - Serbia).....	599
	VENTURE CAPITAL FUNDING /AND THE GLOBAL FINANCIAL CRISIS AS AN EXCUSE	
P-96.	Mladenović Veroljub, Trklja Dragan (Niš - Serbia).....	605
	CORRIDOR X AS A CHANCE OF TOURISM DEVELOPMENT IN SERBIA	

P-97.	Mušinbegović Sead (Visoko - Bosnia and Herzegovina).....	611
	LEADER AND MANAGER IN MODERN ORGANIZATION	
P-98.	Nikić Predrag (Belgrade - Serbia).....	616
	CONTEMPORARY MANAGEMENT IN FUNCTION OF MANAGING ORGANIZATIONAL CULTURE	
P-99.	Nikolić Dragoslav (Novi Sad - Serbia), Nikolić Vladan (Belgrade - Serbia)	623
	TECHNOLOGICAL MANAGEMENT ROLE FOR COMPETITIVE ADVANTAGE EFFECTUATION	
P-100.	Одарченко А.В. (Белгород - Россия).....	629
	О СТРАТЕГИИ РАЗВИТИЯ РОССИИ	
P-101.	Panajotova Svetla, Nikolova Anyuta (Gabrovo - Bulgaria)	631
	CUSTOMER LOYALTY AND CONVERSION MODEL	
P-102.	Pavlović Marko, Branković Biljana (Novi Sad - Serbia).....	635
	KNOWLEDGE MANAGEMENT AND NEW TECHNOLOGIES	
P-103.	Petković Dragan (Kraljevo – Serbia)	640
	FOREIGN INVESTMENTS AND THEIR IMPETUS IN SERBIAN ECONOMY	
P-104.	Petošević Vladimir (Belgrade - Serbia).....	644
	EVALUATION TOOL FOR THE ONLINE CLASS, RELIABILITY AND VALIDITY	
P-105.	Petrov Sonja (Novi Pazar - Serbia)	650
	NEW CONCEPTS IMPLEMENTATION IN THE MANAGEMENT	
P-106.	Petrović Lidija (Belgrade - Serbia)	654
	STRATEGIC ANALYSIS OF THE FOOTBALL INDUSTRY IN SERBIA	
P-107	Peulić Velibor (Banja Luka - Bosnia and Herzegovina),	660
	Čop Sanja (Slavonski Brod - Croatia), Misirača Dalibor (Gradiška - Bosnia and Herzegovina), Bilić Siniša (Novi Sad - Serbia) ENTREPRENEURIAL EDUCATION	
P-108.	Prokopović B. Bratislav, Prokopović S. Tatjana, Prokopović S. Karolina (Niš - Serbia).....	664
	LEADER TO STRATEGIST	
P-109.	Prokopović B. Bratislav, Smiljanić Z. Irena, Milovančević Miloš (Niš - Serbia).....	669
	FURTHER DEVELOPMENT OF SERBIAN ECONOMY REQUIRES BIGGER INVESTMENTS, SAVINGS AND MORE EFFICIENT MANAGEMENT	
P-110.	Prokopović B. Živojin, Prokopović B. Borivoje, Vukasović I. Branislav (Niš - Serbia)	675
	ANALYSIS OF A COMPANY'S SOLVENCY	
P-111.	Radonjić Gordana (Doboj - Bosnia and Herzegovina)	680
	APPLICATION OF THE BSC MODEL IN THE MANAGEMENT DECISION-MAKING	
P-112.	Radun Viktor, Jarić Dušan, Ćurčić Radmila (Novi Sad - Serbia)	685
	APPLYING COMPETITIVE INTELLIGENCE AS A MEANS OF MANAGING CHANGES AND RISKS IN GLOBAL ENVIRONMENT	
P-113.	Raspudić Mario (Novi Sad - Serbia)	691
	VALUE CHAIN MANAGEMENT	
P-114.	Романович Л. Г., Ряпухина В.Н., Романович М.А. (Белгород - Россия)	697
	ПОЛОЖИТЕЛЬНЫЙ ОПЫТ РОССИИ В ИНФРАСТРУКТУРНОЙ ПОДДЕРЖКЕ МАЛЫХ ИННОВАЦИОННЫХ ПРЕДПРИЯТИЙ, СОЗДАННЫХ НА БАЗЕ ВУЗОВ	
P-115.	Рудычев А. А., Борачук В. В. (Белгород - Россия)	703
	ОБЗОР ПРИЧИН СОВРЕМЕННОГО ФИНАНСОВОГО КРИЗИСА НА ПРИМЕРЕ США	
P-116.	Симић Миодраг (Trstenik - Serbia)	706
	ЧЕМ ПОЛЕЗЕН ГЛОБАЛЬНЫЙ ФИНАНСОВЫЙ КРИЗИС?	
P-117.	Simić Goran (Novi Sad - Serbia).....	711
	APPLICATIVE MEASUREMENT PROBLEMS OF SERVICE QUALITY	
P-118.	Слабинская И.А., Бендерская О.Б. (Белгород - Россия)	717
	ОБОСНОВАНИЕ ОГРАНИЧЕНИЙ ПРИМЕНЕНИЯ МДА-МОДЕЛЕЙ ДЛЯ ПРОГНОЗИРОВАНИЯ ФИНАНСОВОГО СОСТОЯНИЯ ОРГАНИЗАЦИЙ	
P-119.	Слабинская И.А., Ровенских В.А. (Белгород - Россия)	724
	О ПРИМЕНЕНИИ МЕТОДОВ ОЦЕНКИ МАТЕРИАЛЬНЫХ РЕСУРСОВ НА ГОРНОДОБЫВАЮЩИХ ПРЕДПРИЯТИЯХ	
P-120.	Stanišić Aco (Novi Sad - Serbia).....	730
	ROLE AND IMPORTANCE OF INNOVATION IN CONTEMPORARY MANAGEMENT	
P-121.	Старикова М.С., Ильичев И.Е. (Белгород - Россия)	735
	СРАВНИТЕЛЬНЫЙ АНАЛИЗ КАК ИНСТРУМЕНТ УПРАВЛЕНИЯ ГОРОДОМ	

P-122.	Столярова В.А., Столярова З.В. (Белгород - Россия)	740
	ПОДХОДЫ К ФОРМИРОВАНИЮ СИСТЕМЫ УПРАВЛЕНИЯ КОНКУРЕНТОСПОСОБНОСТИ ПРОДУКЦИИ НА СТАДИИ НИОКР	
P-123.	Стрябова Елена (Белгород - Россия), Евтич Сладжана (Велика Плана - Сербия).....	745
	КЛАСТЕРНАЯ ПОЛИТИКА И КЛАСТЕРНЫЕ ИНИЦИАТИВЫ – СОВРЕМЕННЫЕ ТЕХНОЛОГИИ МЕНЕДЖМЕНТА РЕГИОНА	
P-124.	Subotić Biljana (Novi Sad - Serbia).....	753
	APPLICATION OF THE NEW CONCEPTS AND TECHNOLOGIES IN MANAGEMENT	
P-125.	Suljaković Senad (Maglaj - Bosnia and Herzegovina).....	758
	APPLICATION OF NEW CONCEPTS AND TECHNOLOGIES IN THE MANAGEMENT	
P-126.	Супрун Э.В., Давыденко Т.А. (Белгород - Россия)	763
	АНАЛИЗ КОНКУРЕНТОСПОСОБНОСТИ РОССИИ НА СОВРЕМЕННОМ ЭТАПЕ	
P-127.	Sušilović Filip (Orašje - Bosnia and Herzegovina)	766
	IS RECONCILIATION WITH NATURE POSSIBLE?	
P-128.	Škunca Dubravka (Belgrade - Serbia)	773
	TOTAL QUALITY MANAGEMENT – IMPORTANCE OF ISO 14000 FAMILY OF STANDARDS IN ENTREPRENEURSHIP AND MODERN BUSINESS	
P-129.	Špiler B. Mark, Jeknić N. Miodrag, Jorgić Z. Branislav (Belgrade - Serbia).....	777
	AMMENDMENT TO ALTERNIZATION: ISSUING AND INVESTMENT IN CORPORATE BONDS OF PUBLIC ENTERPRISES IN SERBIA	
P-130.	Tasić Svetlana (Belgrade - Serbia)	783
	THE APPLICATION OF DISCRIMINANT ANALYSIS IN MARKETING METRICS AND CONSUMER RESEARCH	
P-131.	Tešanović Branko (Novi Sad - Serbia)	787
	FOREIGN DIRECT INVESTMENTS AS BUSINESS DEVELOPMENT FACTOR	
P-132.	Tomanović Nevenka (Belgrade - Serbia), Trnavac Dragana (Novi Sad - Serbia)	792
	THE SURVEY AS A RESEARCH TECHNIQUE IN THE PROCESS OF TEACHING	
P-133.	Трошин А.С. (Белгород - Россия).....	798
	ЭКОНОМИЧЕСКАЯ СУЩНОСТЬ ИНВЕСТИЦИЙ И ПРАВОВЫЕ ОСНОВЫ ИХ ОБЕСПЕЧЕНИЯ В СОВРЕМЕННЫХ УСЛОВИЯХ ХОЗЯЙСТВОВАНИЯ	
P-134.	Udovičić Ivan (Novi Sad - Serbia)	802
	MARKETING AS A FUNCTION OF SCIENCE IN EDUCATION SYSTEM	
P-135.	Выборнова С. В., Выборнова В. В. (Белгород - Россия).....	807
	АКТУАЛЬНЫЕ ПРОБЛЕМЫ СБЫТА И МАРКЕТИНГА В ЭНЕРГЕТИКЕ	
P-136.	Vidović Gordana (Novi Sad - Serbia)	809
	NEW TECHNOLOGIES IN THE MANAGEMENT	
P-137.	Vignjević Đorđević Nada (Novi Pazar - Serbia).....	815
	MARKETING MANAGEMENT IN INSURANCE MARKET	
P-138.	Vukasović Dragan (Banja Luka - Bosnia and Herzegovina)	820
	FINANCIAL MANAGEMENT INNOVATIVE APPROACH IN THE SHOE INDUSTRY	
P-139.	Vuković Marija (Novi Sad - Serbia).....	825
	NEW TECHNOLOGIES AND THE ROLE OF MOTIVATION IN MANAGEMENT OF HUMAN RESOURCES	
P-140.	Zurnić Stojanka (Novi Sad - Serbia)	830
	INOVATIONS AND NEW TECHNOLOGIES IN MANAGEMENT	
P-141.	Живков Сенка, Муратович Шабан, Доловац Бидо (Белград - Сербия)	835
	МЕНЕДЖМЕНТ ТЕХНОЛОГИЧЕСКОГО РАЗВИТИЯ И ДИЗАНИРОВАНИЯ В ОБЛАСТИ КОЖЕВЕННОЙ ПРОМЫШЛЕННОСТИ	
P-142.	Živković Milan (Novi Sad - Serbia)	840
	SOME ASPECTS OF LANGUAGE IN MODERN BUSINESS COMMUNICATION ON THE INTERNET	

КОМУНИКАЦИЯ В СОВРЕМЕННОМ ДЕЛОВОМ ОБЩЕСТВЕ

Адамович Мирьяна

Факультет по подготовке дипломированных юристов и дипломированных экономистов для
руководящих кадров, Университет Хозяйственная Академия, Новый Сад, Сербия,
mirjana.adamovic@forkup.org

Резюме: *Деловой мир с каждым днем становится все сложнее и требовательнее, а что касается коммуникации более определеннее. Веки торговли и деятельности за нами развили естественную потребность людей в бизнесе стандартизировать свои деловые отношения и продвинуть вперед коммуникацию между собой. Английский язык принят как язык делового общества в целом мире, а вместе с ним в основном приняты и особенности коммуникации и обычаи английского общества. Эти характеристики в основном уже стандартизированы и обще приняты, из-за чего работа становится легче и эффективнее. Зная и учитывая эти правила удачно общаются и сотрудничают люди и фирмы различных концов мира. Уважая эти правила никто не придет в ситуацию, что какой-то шаг угрожит его работе, увеличит риск, повлияет на международное доверие участников или испортит отношения. Между тем, и при всем знании и уважении правил международной деловой коммуникации, очень важно и желательно знать и уважать местные различия и обычаи, традиции и навыки людей из отдельных сред. Такое отношение к деловым партнерам из различных культурных сред будет способствовать лучшему взаимопониманию, а тем самым и лучшим деловым результатам и большему авторитету фирме и людям в ней работающим.*

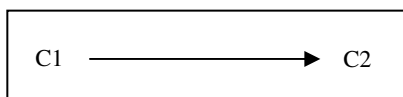
Ключевые слова: *коммуникация, бизнес, категория вежливости, этикет.*

1 ВВЕДЕНИЕ

Коммуникация – это процесс взаимодействия, который включает в себя отправителя информации, получателя ее и само сообщение. В многочисленных проведенных исследованиях утверждено что формула современного успеха содержит только 15% знаний и умений, а большая часть именно искусство коммуникации. Процесс коммуникации – это динамичный обмен идеями, мнениями, знаниями и информацией между людьми, происходящий на различных уровнях: формальном или неформальном, интеллектуальном или эмоциональном. И несмотря на технологические достижения, жизнь каждый день требует от нас умения общаться друг с другом.

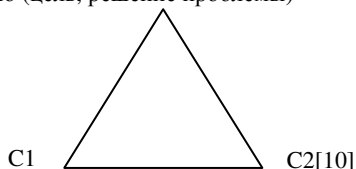
В работе рассматриваются определенные аспекты в первую очередь коммуникации в деловом мире и именно на международном уровне, когда в переговорах участвуют бизнесмены, менеджеры разных стран. При том они представляют самого себя, свою фирму, но и свою страну, свою культуру и традицию.

Модель обыденного общения



Модель делового общения:

Дело (цель, решение проблемы)



Менеджеры принадлежат к одному и тому же ролевому обществу (т.е. деловому окружению, его управленческому звену), несмотря на то из какой страны приходят. Но они часто являются представителями различных географических обществ. На одном уровне общение менеджеров из двух разных культур проходит без проблем, а на другом – существующие различия в ценностях, приоритетах, подходах, оценках и т. д. вызывают серьезные трудности в переговорах.

Способы выражения мысли и аргументов также связаны с культурой. Логическое мнение, преобладающее на Западе не общее. Образ мысли (мышление, способ выражения мысли) и методы аргументации также зависят от культуры. Логическое мышление, по Аристотелю, которое превалирует на Западе, не разделяют представители Востока. То, что кажется разумным, логичным и само собой разумеющимся для американца, может быть неразумным, нелогичным или не очевидным для японца. Многие менеджер считают, что знание языка страны пребывания если не обязательным, то желательным, понимая, насколько это помогает преодолеть барьер культурных различий в межличностном общении. Правда, во многих случаях выход из положения находят с помощью компетентного переводчика[8].

2. ФОРМЫ КАТЕГОРИИ ВЕЖЛИВОСТИ

Категорию вежливости в языковой системе надо рассматривать с точки зрения теории коммуникации и теории речевых актов. Несмотря на коммуникативную важность этой категории, вежливость хуже исследована, чем другие аспекты языков. Однако надо помнить, что в процессе коммуникации-особенно межкультурной- субъективные, оценочные, традиционные моменты столь важны, что нередко могут стать важнее семантического содержания. С другой стороны, в способах выражения вежливости отражаются сложные аспекты структуры общества, в особенности иерархические и межчеловеческие отношения, основанные на равенстве/превосходстве[4].

В современном деловом обществе очень важно как участники в переговорах будут обращаться с тем кто сидит с противоположной стороны стола, а вместе участвуют в переговорах. В разных языках существуют различные способы выразит отношение к собеседнику.

В сербском языке вежливость выражается обращением на Вы к собеседнику (обращаемся на ты с знакоми): напр. Хоћете ли нам се придружити у обиласку града? (использует местоимение Вы с глаголом в форме 2-ого лица множественного числа, но обращаемся тому кто сидит напротив нас). Ситуация в русском похожа на сербскую И для русского языка характерно употребление личных местоимений ты или вы и соответствующих глагольных форм: напр.: Не могли бы Вы...(форма обращения на Вы, где начальная буква большая, имеет эквивалент и в сербском языке). Аналогично такому составу в двух славянских языках можно найти и в германском, в котором употребится Sie в функции вежливого обращения. В корейском языке ситуация намного сложнее. Обращение на ты ограничено на обращение с знакоми, а существуют и различные способы морфологического образования для выражения этой категории вежливости. Это осуществляется с помощью суффиксов -si-, -pi-, и окончаний -yo/-o-, -kka. Эти способы выражения категории вежливости иностранцам трудно выучит. Такая же ситуация и в японском, хотя у них чаще употребляется добавление форм „des“ i „mas“ соответствующему глаголу, т.е. существительному. В отличие от таких сложных системах в английском есть только одна форма личного местоимения, которое используется и при обращении с близкими, но и когда вежливо обращаемся- you: напр.. Are you ready? – можно перевести на сербский

как- Da li si spreman? и - Da li ste spremni?(и в единственном и в множественном числе). В испанском языке помимо существительных для 1-ого, 2-ого, 3-его лица един. и множ. исел, существуют и специальные местоимения за вежливое обращение одному лицу или группе лиц. Это существительные „Usted“, „Ustedes“ с которыми глагол стоит в форме 3-его лица един. т.е. множ. числа : напр. ?Que' escribe usted? - Что Вы пишете? - Šta Vi pišete? (един. число)? Ado'nde van ustedes? – Куда вы идете?- Kuda idete? (множ.число). Ситуация в итальянском похожа на испанский имея ввиду то, что они члены одной языковой группы. И в итальянском есть особая форма для выражения категории вежливости. Это формы „Lei“ для единственного числа с которой стоит глагол в форме 3-его лицаедин.числа: напр. Signore, Lei parla italiano? - Синьор, Вы говорите по-итальянски?- Gospodine, da li Vi govorite italijanski? Когда речь о множественном числе, тут две формы используются“ Voi“ – которая эквивалент сербского местоимения ви и для множественного числа форма” Loro“, требует глагол в форме 3-его лица множественного числа. Намного чаще употреблется форма Voi: напр. Voi, signori siete italiani? - Вы, синьоры, итальянцы?- Da li ste vi, gospodo, italijani?

3. ДЕЛОВОЙ ЭТИКЕТ

Если коммуникация процесс обмена информацией посредством вербальных и невербальных методов (таких как жесты, мимика, выражение лица, положение тела, взгляд, расстояние между собеседниками, паузы и т. д.), то межкультурная коммуникация – это коммуникация (как вербальная, так и невербальная) между людьми из различных культур; Это коммуникация подвержена влиянию различных культурных ценностей, отношений и представлений. Когда вступают в общение представители двух различных культур, соотношение общего и разного в этих культурах будет различным. На такой вид коммуникации во многом влияют и культурные ценности, различающиеся от культур до культур, но также и наши представления об определенной нации, что часто включает и разные стереотипы и этноцентризм. Это последнее может быть одним из серьезных препятствий на пути полноценного межкультурного общения, поскольку люди, ослепленные чувством превосходства над другими, не могут оценить и понять иные культурные ценности, поведение, представления, а значит, они не могут понять партнера по процессу коммуникации. Участники в переговорах должны стараться освободиться таких представлений, потому что только тогда переговор могут окончиться с успехом и на удовольствие стран-участниц. При том в процессе коммуникации надо быть осведомлен с основными различиями в деловых манерах.

Обычай приветствовать друг друга имеется у всех народов, однако формы приветствия могут очень сильно различаться. Англичане, когда встречаются впервые, пожимают друг другу руку. Это относится и к прощанию навсегда. В остальных случаях они вполне обходятся без рукопожатий. В том смысле они дружественнее.

При встречах должны представится, это все делают, но не одинаково. В Японии рукопожатия не приняты, поскольку японцы считают этот жест инородным. Японцы избегают пристального прямого взгляда, который при рукопожатии неизбежен, и, во-вторых, им не нравится манера прикасаться друг к другу, потому они выбирают низкий поклон. В Корее рукопожатие используется при встречах со знакомыми, а также при знакомстве и на официальных встречах. Признаком уважения при этом является пожатие руки партнера двумя руками, которое сопровождается легким и довольно продолжительным ее встряхиванием. У арабов тоже встречается рукопожатие. При рукопожатии арабы в глаза друг другу не смотрят, ибо это считается у них признаком плохого тона. Итальянцы, испанцы, сербы когда встречаются впервые, пожимают друг другу руку. В Китае характерен низкий поклон, хотя можно встретить и рукопожатие особенно в последнее время.

Зрительный контакт также по-разному интерпретируется в разных культурах, что в свою очередь является проблемой при межкультурном общении. Во многих западных странах а также и у нас собеседнику смотрят в глаза. К человеку, который не смотрит собеседнику в глаза, относятся с подозрением, такие люди считаются недружелюбными, невнимательными и не достойными доверия. В Японии так контакт глазами избегается, и там смотрят в уровне галстука собеседника.

Когда речь о уважении времени встречи, и в этом смысле нации различаются между собой. Североамериканцы время понимают линейно, виделя прошлое, настоящее и будущее. Конечно, всегда направлены к будущему. Пока, восточные народы время понимают как бочку, в которой жизнь течет. Различное понимание времени может привести к недоразумению, когда ведутся переговоры на межкультурном уровне. Для большинства народов точность очень важна, когда речь о ведении дел. В Японии точность все соблюдают и хозяева и гости, для народов Ближнего Востока важно, чтобы гость соблюдал точность, хотя хозяева часто могут опаздывать. Для немецкого делового этикета характерны пунктуальность и четкость. Африканский континент имеет свои традиции общения,

несмотря на то, что многие нормы делового этикета и протокола были внедрены в эпоху колониализма. При приветствии наиболее распространенным является рукопожатие, однако весьма важной является его специфика. Не следует сжимать руку вашего знакомого. Рукопожатие должно быть более слабым, чем это принято в США и Европе. Этим передается особое уважение к собеседнику. В некоторых случаях можно встретить рукопожатие двумя руками (левая рука поддерживает правую). Оно обычно означает отсутствие агрессивных намерений, расположение к собеседнику, подчеркивание социальной близости с ним. Встречи обычно планируются заранее. Однако пунктуальность соблюдается не всегда. Вообще характерен более медленный темп жизни.

Испанцы не отличаются особой пунктуальностью. Существует шутка, что Испанцы не опаздывают только на корриду. Пунктуальностью Латиноамериканцы не славятся, но все же лучше не опаздывать, особенно на деловые встречи.

Для Французов пунктуальность рассматривается как проявление вежливости. Однако общее правило таково: чем выше статус гостя, тем больше допускается опоздание.

В Американской делегации редко можно встретить человека, некомпетентного в тех вопросах, по которым ведутся переговоры. При этом по сравнению с представителями других стран члены американской делегации относительно самостоятельны в принятии решений. Одновременно с этим американцы нередко проявляют эгоцентризм, считая, что при ведении переговоров их партнер должен руководствоваться теми же правилами, что и они. В результате может возникнуть непонимание со стороны других участников переговоров. Английские бизнесмены - одни из самых квалифицированных в деловом мире Запада. Они выработали определенный ритуал делового общения, которого нужно строго придерживаться. Так, прежде чем приступить к переговорам с ними, необходимо хотя бы в общих чертах выяснить фирменную структуру рынка того или иного товара, примерный уровень цен и тенденцию их движения, а также получить сведения об особенностях нужной вам фирмы и о людях, которые на ней работают. И только после этого можно договариваться о встрече.

Переговоры с Английскими партнерами лучше начинать не с предмета обсуждения, а с чисто житейских проблем: погода, спорт, дети и т. д. В течении переговоров согласность можно выразить киванием головой вертикальным или горизонтальным. Но, разные нации подтверждение, т.е отрицание выражают различными способами. То, что для одной группы означает согласие, для другой имеет совсем противоположное значение. У сербов вертикальное движение головой - знак согласия (а горизонтальное - знак несогласия), но у болгаров означает совсем наоборот. У Японцев вертикальное быстрое движение головой скорее означает «я внимательно вас слушаю», но не обязательное согласие. В связи с этим иностранцы иногда жалуются: «Как же так, все время мой партнер утвердительно кивал, а как дошло до заключения сделки, оказалось, что он со мной не согласен».

4. КУЛЬТУРОЛОГИЧЕСКИЕ ОСОБЕННОСТИ ОТДЕЛЬНЫХ СТРАН

В деловом мире развитых стран деловой человек старается своего партнера во время визиты ознакомит со своей страной. Показать все, что важно в своей стране, интересно, особенно, качественно, дешево и дорого. Деловой партнер после встречи болтая с партнером рекламирует ряд отечественных продуктов и интересных туристических достопримечательностей этой регии. Так Француз будет говорить о своих высококачественных винах, фарфоре, автомобилях, о исторических памятниках, у которых своя история, а и вопросы о том купили ли гости известные французские духи часто можно услышать. Голландцы всегда рекомендуют посетить Леден и его ветряные мельницы, ферии сыров или тюльпанов. В Германии разговор о пиве и колбасе обязателен. Испанцы рекламируют красоты Барселоны. Англичане будут говорит о виски, о породистых собаках, машиностроителном оборудовании. Сербь и сербские менеджеры еще в том смысле достаточно неопытны. В большинстве случаев наш деловой человек, иностраному партнеру предложит виски, хотя гость хочет что-то фирменное попробовать. В туристических центрах не знают как заинтересовать гостя видеть, посетить, посмотреть какое-то интересное местное здание или местную область. Так иностранец может подумать, что у нас нет ничего интересного, что стоит посмотреть, делая выводы, что его страна богаче, интереснее.

Часть западной деловой культуры надо и у нас применить. Включится в мировой марафон и при каждой встрече спросить иностранного делового партнера видел ли он Лепенски Вир, посетил ли наши монастыри, видел ли пиротский ковер, Калемегдан, пробавал ли копченое свиное мясо или сербский сыр. И это не надо сделать однажды а всегда, чтобы это стало частью деловых контактов и на домашнем рынке[17].

ЛИТЕРАТУРА

- [1] Алпатов В.М.: Категория вежливости в современном японском языке, М., 1973.
- [2] Голуб И.Б.: Розенталь Д.Э., Секреты хорошей речи, М.: Международные отношения, 1993.
- [3] Голуб И.Б.: Стилистика современного русского языка: Учеб. пособие для вузов.Изд. 2-е, М.: Высшая школа, 1986.
- [4] Кан Д.: Различия в выражении вежливости между русской и корейской речью, МАПРЯЛ-СПб,2003.стр.274-278.
- [5] Кузин Ф. А.: Имидж бизнесмена: Практическое пособие, М.: «ОСЬ-89». 1996.
- [6] Кузин Ф. А.,Культура делового общения: Практическое пособие. 6-е изд., М.: Ось-89, 2002.
- [7] Knežević B.: Elektronsko poslovanje i odvijanje poslovnih procesa, magistarski rad, Zagreb 2002.
- [8] Персикова Т.Н.: Межкультурна комуникация и корпоративная культура, Лорос-М,2007.
- [9] Pizziconi Barbara, Japanese Politeness in the Work of Fujio Minami, SOAS Working Papers in Linguistics, 2004. Vol. 13.
- [10] Рева В.Е.:Деловое обение(учебное пособие на электроном носителе), ПГЗ, Пенза, 2003.стр.9-12.
- [11] Robinson D.: Poslovni bonton, Privredni pregled, Beograd, 2000.
- [12] Рянжин В., Гринберг Г.: Этикет в служебных отношениях//Советский этикет., Л., 1974.
- [13] Scollon R., Suzanne B. K. Scollon: Intercultural communication: a discourse approach, Blackwell Publishers, 2001.
- [14] Stevanović S., Poslovna etika, BIGZ, Beograd, 1999.
- [15] Тер-Минасова С.Г.: Язык и межкультурная коммуникация, М., 2000.
- [16] Ягер Джен: Деловой этикет: как выжить и преуспеть в миребизнеса,М.: Джон Уайли энд Санз, 1994.
- [17] www.sindikatedb.org.rs/bonton.htm

NEW TECHNOLOGIES IMPLEMENTATION IN THE MANAGEMENT

Ahmetović Faik¹, Muratović Šaban², Ukić Nihad³

¹Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,

faiknp@gmail.com

²High Business School, Belgrade, Serbia

³Law faculty, Niš, Serbia, ukic@verat.net

Summary: *In this article we will try to discuss the new technologies implementation in the management. Research activity is essential and most important part of every person education's activity. New technologies implementation is very important part of the whole system, serves for education process improvement and introduction of new technologies and scientific approaches in the teaching system. In the globalization time of growing product competition and processes, all informations are wellcomed, in order to maintain its cotemporary look and precision. New technologies implementation in the management becomes research subject of vaste number of scientists from various scientific disciplines. Many scientists and experts dedicated special attention and wrote numerous articles about new technologies implementation in management. The goal is creating scientific workers (researchers) of various profiles in various areas of management impelementation an d information-communication technology (ICT), which way they should contribute for solving development problems in the firm and the society. New technologies implementation in management mission should provide scientific knowledge and new technologies implementation in management necessary to managers in order to manage and lead the companies, institutions, public management, public sector, and similar.*

Key words: *technology, technology, management, innovation, system, finding, development, knowledge, resource.*

1. INTRODUCTION

One of the key elements in many countries is new technologies implementation in management. Along with the cognition acceptance that knowledge becomes one of the most significant resources and that the development of this resource depends from the educational system with appropriate organization, these problems are becoming management subject, i.e. their solution demands also their management, not only on the local level, but in the framework of national, regional and international organizations. However, the management in education can not be built by simple principle and method transfers, management finances from the economic sphere of life which aim is increasing work efficiency has for consequence increase of knowledge as developed or more developed creative personality component. Also it should be emphasized that it is now the time when it is necessary to acquire new knowledge and skills in order to maintain the current position or open new exciting professional possibilities for every individual. Therefore it is obligatory to meet the essential mananagement regulatives, most successful management models, as well as the good manager's features, meet the new technologies implementation in the management. Managers should try to fund the right answer how to adequately manage with new technologies and innovations, in order to open new market positions, and to maintain it.

2. TECHNOLOGY AND DEVELOPMENT MANAGEMENT

New technologies implementation in the management has played main role in the last years in spectacular growth and transformational structure of developed ones, and recently, also in the less developed countries too.

New technologies implementation is challenge and constant preoccupation. Information technologies area become more important for company's successful functioning. The greatest part of management activities means collecting, processing and transferring informations. In the area of information technologies, following elements show up:

- information hardware and software;
- implemented informations system;
- connection with physical processes;
- systems for decision support;
- informations business system.

These technologies offer new possibilities of creative data processing, useful for management decisions¹. Initial changes in technological domain can not be separately assessed from change of economic and social system. Longterm technological changes implications, especially their influence on employment and incomes were subject of interest from the very start of technological development and industrialization. As illustrative example can be mentioned the extreme case of desperate and raged textile workers in Nottingham, UK, led by Net Lud, which were destroying the already established new knitting machines, thinking that it is a reason for threatening their existence².

Considering the importance of the changes in technological domain have for development and organizational changes in general, successful management dynamic technology issues in the company are in the middle of attention of whole problematics. Acceptance and implementation of new technologies requires essential changes of organization and management in the company.

Technology and management development, technology management strategic approach, are presenting areas of special contemporary scientific theory interests and organizational practice and management. Special scientific discipline "Technology and management development" finds its roots in economic science, technological process analysis, theory of technological innovations, scientific-research working and development models, which are developed here. The basis are found in engineering sciences, fundamental settings and technology knowledge from the basics of physics, chemistry, mechanics, mechanical engineering. Its full sense and development, the discipline "Technology and management development" finds in organizational sciences framework, science management, in which the basics for multidisciplinary approach is met, for theoretical and practical assessment and technology problems solving, processes, products and information technologies, starting primarily from contemporary product technologies and technological systems in production. The indicators show that many organizations concluded that not only technology, but the management and organization are critical factors for their general market approach and business successfulness.

While in 1985 the managers were directing their powers towards solving „hardware issues“, they now think that „software side“ is critical in achieving successful entrepreneur efforts. It can be compared to some kind of transfer from quantitative towards qualitative management aspect. As far as „technology management“ discipline becomes more interdisciplinary. Technology management area and management of technology ranges various disciplines and are based on integrative management approach in general. According to the Taskas in technology management established by National council for researches in USA in 1987: „The management with (new) technologies connects the engineering, technical sciences and disciplines in the management framework, pointed towards the problems of management, development, and technological potentials implementation in order to shape and achieve the strategic and operational organization aims“³.

Management of technology and development basically is founded on systematic approach that makes distinction between:

- 1) anticipating, predicting directions and demands for technological development in the future. Here the new technologies supply processes are assessed (choice and/or development);
- 2) implementation, concrete results in the domain of technologies implementation in practice. That means the operational issues and organizational factors relevant for successful implementation of new technologies.

¹ Milan Stokić, "Information systems (technology)", COURSE MANAGEMENT

² <http://ut.fon.rs/> Technology and development management

³ National council for researches in USA, year 1987.

3. PROJECT PLARK - TECHNOLOGY, CONCEPT, SYSTEM OR SOMETHING ELSE...

3.1. Basic purpose

Project PLARK basic purpose (**PLARK** stands for **PLANNING**, **UKOVODJENJE** - management and **KONTROLA** - control) is providing informational support to management with possibility of constant education, as pre-condition of personal and corporate development in this area. **Planning** is management function that contains defining goals, new goals achievement and plans development for integrating and coordinating activities. **Rukovodenje (management)** is management function contains the inferior clerks motivation, motivating the individual or teams during work, choosing most efficient communication system, or, solving employees behavior problems in any way. **Kontrola (control)** is function in the management which contains real effect's supervision, comparison of the real and standard effect, and if needed, taking measures⁴.

And as Marc Twain once mentioned: „*Continual improvement is better than the late perfection*“, so we can easily state that Project PLARK will never be perfect, but has in itself embedded mechanisms for continual improvement. It can be done **through two main segments** – through which THEORY and PRACTICE are oversampling each other (and which are for sure mutually equal), so can not achieve the desired results without mutual coupling.

First segment (PRACTICE) is providing strong applicative support on a way never met before. It is about set of acts and algorithms, always improving (starting 1994) and which even today, in multimedial ambient and with Internet's use – can acquire top results. One of the set goals was to, on a modern and efficient way, through personnel resources management's automatization, indirectly provide a management on the other resources which one company has as its real potential.

Second segment (THEORY) is permanent knowledge expansion about the management and in that purpose vast number of interesting and useful texts from this area is initially prepared. Subjects are carefully chosen, and submitted texts provide essential knowledge which is equal to researching dozens of books from this area⁵.

Today there is not more experienced manager which never heard of Primavera Project Planner (*Primavera System*), Super Project (CA - *Computer Associates*), MS Project (*Microsoft*). These are surely most important representatives of specialized software groups with basic purpose to provide support while realization of various projects. Also, in the last few years it was not possible to lead serious discussion on subject of business promotion by informatics and information technologies, and not to mention the software for decision support. This software can not be bought on market as a final product, but appropriate technology can be bought and implement it in your PC's framework. Besides, many years certain class of softwares are in development phase, known as Management informations system.

4. TECHNOLOGICAL MANAGEMENT

Key issue for technological and innovation management success is in the answer which are the concepts, techniques and tools, company management must use for general success of own company. Technological revolution has changed the basic business activities and created new social and economic structure, often called: KNOWLEDGE SOCIETY, INFORMATICS SOCIETY, DIGITAL SOCIETY, and similar. New technologies and innovations management is part of strategic management of every successful company. It is, for surely said, the key resource of contemporary business.

There is an issue, what contemporary manager should know of technology and innovation role in business strategy and company's strategy. Someone's opinion is, that is enough to know, how the technology is functioning, i.e. what works, and not how it works. For the manager is of key importance to master with knowledge necessary for understanding of technology and innovations in contemporary business, and a ways to use the company's technological and innovative potential for improving its competitive advantage, i.e. its further development.

Other authors think that contemporary manager should know what to do and also how the contemporary technology is functioning. For us, i.e. for managers, it is not necessary fundamental knowledge from science and technology, but general informing in important technological and innovation trends.

⁴ Stephen P. Robbins, Mary Coulter., „San Diego State University, Southwest Missouri State University“.

⁵ www.plark.net

Managers should find an answer to question how to adequately manage with new technologies and innovations, in order to achieve the stabile positions on the market, and also to maintain that position. Most of the successful companies already now spend 5% for new technologies and innovations, with tendency of increasing⁶.

Having in mind that technology for many firms is key resource for managers, it is important task to manage that resource by integration, technologies and company's strategies. Another important task for managers is development and company's innovation capacity implementation. Managing this resource has strategic importance, because it contributes to achieving and maintaining competitive advantages.

Competitive advantages can be assessed RELATIVELY AND ABSOLUTELY. Types of technological advantages:

- 1) Relative dimension of competitive advantages comes out from comparison with competitors activities;
- 2) Absolute, comparing the relative advantage, is expressed as market existence for products and services that organization has in possession⁷.

POINT – BASIC GOAL OF PROCESSING THIS SUBJECT IS NEXT MANAGERS TO QUALIFY FOR DEVELOPMENT AND MAINTAINING OWN ORGANIZATION'S MARKET COMPETITIVE ADVANTAGES. The aim of technological management is innovation and technological activities results commercialization. Every company's success is connected to its market success. We quote this from the fact that in history there are a lot of examples that even the best technological solutions are not commercially most profitable. Although technologically significant, they were not proved on the market. Because of that, me, as a future manager (: should direct my activity precisely on that part of management activity, and that is commercialization of new technologies and innovations.

In big and complex organizations, the control systems with using of contemporary information technology for data processing and presentation, which serve for management demands in business processing, are sophisticated and complex by themselves, with including great number of individuals, with various authorities and responsibilities. That is why objectively problems occur in relations between the main manager and managers on lower authorization levels, what brings to economic societies efficiency weakening, profit decrease and dividends, what makes the owners unsatisfied, i.e. the shareholders and that issue directly is threatening the main manager's position. In order to solve these problems, management in great degree is engaging internal revisers, who become "management's prolonged hand"⁸.

4.1. Inventions, acknowledgements, technology

Invention or finding is result of the creative process, often consequence of luck and coincidence, what makes their prediction and planning much harder.

Base researches are referring to activities processing with aim of creation new knowledges for psychical, biological and social phenomena.

Pure base researches are processed in order to promote the knowledge funds, no matter longterm and without extreme intentions to practically implement the results of researches.

Science means systematized and argumented set of knowledge, but also a set of all processes and activities which are directed toward acquiring reality knowledge, its systematizing, argumenating and verification.

Technique is material embodiment of accumulated knowledge and skills that men or human society is using in various forms of own activities, primarily in production.

Technology is summary of knowledge about acts and processes implemented in the process and material reprocessing and installation of component parts in the production or in the other areas of human activities. Depending on ranging the production process, there are three types of technologies:

- Macro technology – determine reproduction process global organization worldwide;
- Mezzo technology – determine and defining relations of close segments and great technical-technological systems components;
- Micro technology – determine production acts in certain operations and processes framework.

Technological changes are changes of one or more inputs, processes, techniques or methodologies, which improve measurable performance level of products or processes. Technology defined in that way is specific for certain products or processes. That is a difference comparing the knowledge, which does not have to be specific for certain products or processes.

⁶ www.vps.ns.ac.yu

⁷ www.fmmsp.edu

⁸ www.scindex.nb.rs

Technological traectory is concept using to describe the evolution of every particular innovation, traectory from beginning to maturity of any determined technology.

Since the 1980's range of participations for research and development towards the total income was in range of 3,2% (electrical machines) to 14,2% (aviation industry), in the 1990's the participation share for research and development was remarkably high in range from 10,2% (pharmaceutical industry) to 20,2% (aviation industry)⁹.

5. CONCLUSION

This article has as a subject new technologies implementation in the management and we were exploring the contemporary understandings for new technologies implementation in the management, notion of management, specific features of the management, but also all acts that make the management elements existing. Everyday's problematics with management of certain organizational unit (no matter whetehr it is about company, sector, department, section or group) is not consisted only from realization the "GREAT, COMPLEX and IMPORTANT" projects. Manager's working day is consisted of whole set of (mostly) unconnected events. A part of those events are generated in the business system's framework and it is of internal feature. Other part of those events are dictated by the surrounding. Management is social technology, a way to achieve certain idea with engagement of other factors.

However, new technologies implementation in the management is still relatively little represented. One of the reasons is the costs, because public authority simply does not possess with sufficient finances, but the decisive issue is the old way of processing and bad acceptance of news by the personnel's side. Anyway, necessity of improvement, business and adjusting to the digital world requires much more implementing technologies based onelectronic documents. Document technology management can provide to much efficient management if not correctly and adequately planned and introduced.

REFERENCES

- [1] Babić M., Stavrić B., Menadžment, struktura i funkcije., Belgrade, year 1999.
- [2] National council for researches in USA, year 1987.
- [3] Stephen P. Robbins., Mary C., „San Diego State University, Southwest Missouri State University“.
- [4] Stokić M., Informacioni sistemi (tehnologija), Course management
- [5] www.ut.fon.rs, Menadžment tehnologija i razvoja
- [6] www.plark.net
- [7] www.vps.ns.ac.yu
- [8] www.scindex.nd.rs
- [9] www.fmmsp.edu
- [10] www.cid.ekof.bg.ac.rs

⁹ www.cid.ekof.bg.ac.rs

APPLICATION OF WEB 2.0 TECHNOLOGY IN BUSINESS

Banković Dragana¹, Gijić Nebojša²

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

¹dragana.bankovic@fbsp.edu.rs, ²nebojsa.gijic@fbsp.edu.rs

***Summary:** Since its beginning, the Internet was designed as a place where individuals can publish content of all kinds, while interested users could search it and view it. However, the Internet has developed into a platform that use a range of mechanisms and technologies to facilitate users communication and allows the satisfaction of their interests and needs. Because of the availability of distribution, "Web" has become the dominant environment. The most important new technologies and trends on the Web are called Web 2.0 and AJAX in the domain of the user environment, open source platform for rapid development, and RSS and similar standards as a way for distribution of content and information. The concept of Web 2.0 enables a more flexible approach to the creation, storage, distribution and use of information that are in the time we live a decisive resource. Implementation of Web 2.0 technologies in the enterprise created changes in all business activities.*

Key words: web, new technologies, e-business.

1. INTRODUCTION

Web 2.0 is often used term, which is used when the user wants to emphasize connections, wiki solutions, cloud computing, etc. However, the question is which is actually the effect of applying Web 2.0 in business? The real effect is that everything is subject to potential customers as solutions to plug-in "i.e. There is no need that the user has some technical knowledge to set up a blog, using any service, etc.. and another characteristic is the tendency that all has to be free. With implementing Web 2.0 technologies in the enterprise, knowledge management becomes a dominant process for information management versus employees. In knowledge management the most important is increased productivity and therefore, satisfaction of employees. The employees aren't anymore „the recipients of information“, because in the management of knowledge they are more engaged in the creation of content. Companies that have implemented Web 2.0 technology, now look like the collective intelligence in which employees share opinions, information and experiences in order to increase knowledge in common projects. In this way, all tasks and problems are resolving faster. Through the introduction of new technologies, the cooperative form of cooperation where each employee is responsible for a job, ceases to be dominant and replaced by collaboration and common work in resolving task. In this paper we will describe the idea and features of Company 2.0 and show how with the application of Web 2.0 technologies in business activities can be improved collaboration between employees, companies and their customers and business partners.

2. WHAT IS WEB 2.0?

Web 2.0 is a new philosophy of mutual increase of collective intelligence and added value for every Internet user, by dynamic creation and sharing of information. Basic characteristics of Web 2.0 are openness, freedom and collective intelligence.¹

Web 2.0 is described as a change in thinking and behaviour in several important areas of online surrounding: 1. The transition from thinking about individual Web sites as "information silos" to sources of content and functionality. The creators of the term Web 2.0 (O'Reilly Media) see this concept as "Web as platform", 2. The social phenomenon of the creation and distribution of content on the Web, which is characterized by open communication, decentralization of authority, freedom of sharing content and its reuse, 3. Better organized and categorized content online, 4. Reflections on the real economic value of the Web, unlike the period of the late nineties, and 5. Marketing term used to separate business models that are incurred after the 2000th.²

The fastest and easiest way to explain Web 2.0 is through the companies and sites that apply the principles recognized as Web 2.0: Google (Google Maps, Gmail, ...), Wikipedia, Technokrati, Flickr, del.icio.us, Netvibes ...

Web 2.0 has significant economic potential. Expressed socialization is, on one side, element that allows socialization to users via the Internet, while, on the other hand, financial element provides space for the placement of advertising, i.e. revenue opportunity. A financial side exploits users who, through this way study habits of costumers adjusting marketing for individual. That common interest is the foundation of success of the concept of Web 2.0.

The appearance of new web concepts and technologies has led to changes in trends both in the private as well as the business plan. The main advantages of the 2.0 company are increasing productivity and efficiency of business. Besides that, it is possible to install the entire infrastructure of the Company 2.0 as a network service and in that way, to reduce some business costs (e.g. maintenance, purchase of additional licenses, etc.). Leading companies such as Amazon and Google has recognized that, and through the implementation of Web 2.0 technologies in businesses they increased their competitiveness on the market.

2.1. Blog, Wiki, RSS and Mashup

Blog is an application that displays on the Web page periodic entries, marked with date and time of publication³. It looks like the log. It is a simple tool that improves communication with the company, increasing in the same time online marketing. It serves for communication with customers and it helps employees to improve and exchange information, knowledge and experience. It is practical for the team members who participate in a project, and for this purpose it is used a lot. It is used by small and large companies, and newspapers use it as a sort of brand. Already 63% of large U.S. companies use blogs as a means of internal communication, and 46% of local companies uses it for external communication and for communication with customers.⁴

Wiki structures are "storage" of knowledge in the form of a web page where users can add, change, supplement or delete any content located in it.⁵ Their purpose is that all employees within a company can participate equally in the Wiki in the process of creating new knowledge. There was a lot of scepticism when it comes to safety and reliability of the information that can be published on the Wiki, however, Wikipedia has shown that this way of managing information resources, still can result in stable content. In relation to the blog, Wiki structures have better structure of blogs and do not depend on the chronological information publishing. Social Text Wiki is today leading Wiki structure that is used for business purposes.

RSS - Really Simple Syndication typically contains summary of the article that is fully published on the web page or blog, and also link to it.⁶ In combination with the RSS aggregator or reader, RSS provider notifies employees when it comes to changes on some of the pages (e.g. blogs or thematic wiki page) that are the subject of their interest.

Mashup is a web application that with help of RSS reader displays content from multiple sources on one place, creating on this way completely new service. As a result, employee can evaluate on one place the competence of given informations and sources that information provides.

¹ www.lo.rs/loznica/web-2.0-definicija.htm, *Šta je WEB 2.0*.

² Dragan Varagić, *Web 2.0 koncept - Dva loša ubiše Miloša*, www.pretraga.co.yu, 17. 2. 2010.

³ www.vesic.org/blog/, *Blog – šta je to, čemu služi a uz to i ne radi?*, 18. 2. 2010.

⁴ Gelo Robert, *Blog i wiki za službeno dopisivanje*, www.sapmag.com.hr/show, 18. 2. 2010.

⁵ Smolenski Nikola, *Šta je to wiki?*, planinarenje.wikidot.com/what-is-a-wiki-site, 18. 2. 2010.

⁶ www.feed.rs/ **RSS nije** "samo" Really Simple Syndication, 18. 2. 2010.

2.2. Podcasting, e-portfolio and collaborative editors

The main purpose of podcasting is to create its own media files that can be published on the Web on very easy way. Using podcasting in business, it is possible to convert business meeting, professional conference or business proposal into a multimedia format, which can access each employee or business partner.⁷

E-portfolio is a digital database on the web in which employees store their knowledge and experience in the form of multimedia data, with the aim of sharing information with others. In this way, companies can better use the entire inventory of knowledge and experience of employees and they can introduce themselves on a much better way to potential clients, business partners and investors.

When increasing the scope of business or number of employees and customers happens in a company, the number of documents increases too. That can be dangerous for the company because it can easily happen inefficient management of versions of documents, as well as the impossibility of determining ownership of them. Such problems can be eliminated so-called with "collaborative editors". It is a web service that replaces the standard "office" applications, and it is characterized by efficient exchange of documents. These editors provide information about who created the editors, and they allow replacement of old with the new versions of documents. On this way can be resolved problems of managing documents. Flickr.com is a combination of Internet service for post digital photos and socialization map publishing.

YouTube has a similar service for publishing, reviewing, sharing and commenting video clips. Skype is a free program for calls to anyone in the world.

2.3. Social networking sites, mind maps and marking material on the Web

Social networking sites (born Social Network Sites) are Web services in the form of virtual communities where people "meet" people of the same interests. Individuals create profiles with personal information, knowledge, interests and skills and using them have contact with like-minded. The company can use service of this type, by creating a profile and presentation of its business offers, for promotion and contacting potential customers and business partners. From this kind of service, that are primarily intended for individuals, should be singled out MySpace and Facebook. Information of the Republic Bureau of Statistics shows that during the last year in Serbia, 38.1 percent of citizens used the Internet, which is 2.8 percent more than in 2008.⁸ The same data shows that almost 1.5 million citizens use the Internet daily, while 700,000 more does that pretty regularly. Serbia is by the number of users of "Facebook" in the first place in the region and 18 in Europe, shows a study of the portal "Adriatalk.com. According to this survey, the total number of European users of "Facebook" is more than 114 million. Number of users of social networks on the internet grows daily in the world, and therefore messaging between users through these sites also increases.

Mind Maps are, formally, the Special diagrams created and patented by British scientist Tony Buzan. First of all, mind maps are a very effective "tool" that helps us to use the maximum of our skills in the process of learning. Results of his research were presented in his numerous books.⁹ Mental maps (born mind maps) are diagrams that result from the process of radial thinking, and serve for the presentation of generated ideas. Chart is created so that the key idea is placed in the middle, and then the other ideas are circularly connected around her. Their structure resembles the neural network, and their typical ramifications encourages us to develop associations and connections to the subject that we do. Mental maps can be used in all domains of business planning, organization, negotiation, project management etc. The main advantages of this type of chart are the development of new knowledge, saving resources and efficiently solving problems.

Services such as Reddit and Netvibes (especially in combination with services such as Del.icio.us) allow easy monitoring of most read, ie. marked (en. bookmarking) texts by the large number of Internet users. The idea is simple - if a large number of persons put in the bookmark (favorites en.) a site or text, they probably have a reason for it (the phrase social bookmarking is used for this phenomenon).

Services such as Del.icio.us collect information about what users mark on the Web, and which keywords (TAG's) are used to describe a text or web site. In this way, when a large number of people, on the principle of free association, give keywords for texts and sites, the new phenomenon of alternative media yet hierarchy on the Web is created (en. tagging) which some authors call the philosophical architecture of participation "(Tim O'Reilly). Employees also can use the web service Flickr to add the tags to digital images, or web services Del.icio.us and Ma.gnolia to add tags to web pages of common interest.

⁷ Orehovački T., Konecki M., Stapić Z., Primjena Web 2.0 tehnologija u poslovanju, Fakultet organizacije i informatike Sveučilište u Zagrebu, pdf.

⁸ V. Nedeljković., *Na Internetu već 2,2 miliona Srba*, www.pressonline.rs/sr/.../Na+internetu+već+2,2+miliona+Srba.html, 22.1.2010.

⁹ Buzan Toni, 1999., *Mape uma*, Beograd, Finesa. Buzan Toni, 1999., *Savršeno pamćenje*, Beograd, Finesa.

3. FUTURE OF WEB 2.0

Web 2.0 is an attempt to describe the development of the Web in the last five years. Almost with certainty can be said that the next five years will be marked by the development of the Web that describes the concept of Web 2.0. According to O'Reilly¹⁰, Web 2.0 is the second phase of web development which has inherited the dominant model of Web applications targeted for publication with a dynamic and flexible web services that are sensitive to user actions. Shortly after the appearance of the Web 2.0 paradigm, McAfee has introduced the idea of applying Web 2.0 technologies in business and thus created the concept of Company 2.0.¹¹ Employees are no longer passive recipients of information but are more engaged in the process of creating content. A central element of the Company 2.0 is collective intelligence on which employees who work together on common projects through the exchange of knowledge and experience contribute on increasing value of knowledge what leads to the finish easier and faster solving problems.

3.1. Characteristics of Web 2.0

For now three characteristics of this concept are extracted:

- 1) Infrastructure: This concept describes the aspect of infrastructure, ways of creating a service (not sites) that are constantly promoting the aspect of easy using of use (usability - usability, user experience combined site / services - interface design), and the quality of service increases the number of users. Emphasis is unobtrusive to the user search data (bookmarks, tags).
- 2) Democracy: The concept of Web services (as part of the concept of Web 2.0) promotes the advantage of meeting the needs of users in relation to the selection of Web technology that is used for, all based on the use of coordinated Web standards. Create a network of users for the development of a service (en. Social Networking) shows that a large number of amateurs can surpass professionals ("Two bad killed Milos"). The best known example of written free encyclopedia is Wikipedia. One of the biggest success so far of this concept is just the ease of distribution and reuse of content using RSS technology.
- 3) Create the service: From the concept of the term "Web 2.0" can be seen that this is a very complex set of online business and technical principles, and applied set of different technologies that describe the actual development of the Web. From this it can be concluded that simply creating a "real" Web 2.0 application is not and will not be an everyday practice, rather it is an exception.¹²

3.2. E-mail replaced by social networks?

The main disadvantages of e-mail, such as excessive use, inefficiencies in certain jobs and security problems lead to growing discontent employees in this kind of communication. Those facts was confirmed by results of research that Davenport worked on back in 2005¹³: 26% of employees believe that the mail is excessively used in their company, 21% of employees believe that mail is flooded, 15% of employees believe that their mail reduces productivity, over 70% received an e-mail that is spam.

From the above it is possible to conclude that the e-mail communication as the dominant form of exchange of information among employees becomes a thing of the past slowly, and should be replaced with new tools for communication that will improve the quality of distribution and collection of knowledge. The value of business information systems within an organization depends on the implementation of hardware, software and network technologies in support of organizational goals. This is achieved through the development of specific applications that support the various organizational processes and functions. Therefore the question is how much will communication through social networks replace e-mail. Opinions of experts on this issue are different. While some argue that such assessments are premature, others argue that this shift communication is present in younger people, and by other users.¹⁴

¹⁰ O'Reilly, T., *What Is Web 2.0 - Design Patterns and Business Models for the Next Generation of Software*, 2005, pristupano: 28. 4. 2008.

¹¹ McAfee A.P. 2006., *Enterprise 2.0: The Dawn of Emergent Collaboration*, MIT Sloan Management Review, Vol. 47, No. 3.

¹² Lee, M. R. , 2007., *From Web 2.0 to Conversational Knowledge Management: Towards Collaborative Intelligence*, Journal of Entrepreneurship Research, Vol. 2, No. 2, pp. 47 – 62.

¹³ Davenport T. H., 2005., *Thinking for a Living: How to Get Better Performances and Results from Knowledge Workers*, Harvard Business School Press

¹⁴ Cvejić Bojan, *Smena komunikacija.*, www.danas.rs/dodaci/com_medi/smena_komunikacija.29.html?, 10. 11. 2009.

According to a survey of the Republic Bureau of Statistics on the use of ICT in Serbia in 2009. year in our country the Internet is mostly used just for sending and receiving emails. Even 79.2 percent of Internet users in Serbia use email, while 42.3 percent of users sends messages through the company. Slobodan Markovic, president of the Center for Development of Informatics thinks that there are small chances for social networks to repress email. He believes that it is more realistic that they merge in the future. Of course, new technology is needed to make something like that.¹⁵

3.3. Barriers to implementing Web 2.0 technologies in enterprises

Among the primary barriers that prevent the implementation of continuous 2.0 Company activities are organizational culture and motivation of employees. Namely, the ideal situation of using new technology would be based on internal motivation for sharing his experiences and acquiring new knowledge. However, practice has shown that lack of interest of employees and the need for additional incentives and incentives are fundamental obstacles to the introduction of a new paradigm in the business of an enterprise. When speaking about the impact of organizational culture, Tebbutt said the five barriers to successful implementation are:¹⁶

1. Fear of loss of control - if you give employees too much freedom and power, it can lead to the discovery of some policies and procedures of business management that management doesn't want to be discovered,
2. Lack of trust in employees - means the fear of management that employees would abuse the freedom through sending confidential information to the outside world,
3. Already seen - because of the barriers that employees do not even want to try adopting new technologies as they existed in the past, similar approaches have never been (functionally) become active, including distribution lists, shared maps, etc.,
4. Fear of social networking - there are employees who simply have a problem leaving the old habits and adopting new ones. On the other hand, constant interconnection and responsibility for the content we've created, some employees may find be repulsive due to excessive exposure,
5. Hierarchical anarchy - the fear that employees will bypass the hierarchical structure and conduct unauthorized activities.

4. CONCLUSION

In the changing business environments where information has a vital role, Web 2.0 technologies can be of great benefit. However, this does not mean that all technologies suitable for implementation in all but only in certain companies or certain organizational units. As the entire process of implementing new technologies in business would not have resulted in failure, or the counterproductive, it is necessary to carefully plan every activity of which consists of the implementation process. Furthermore, the process of adopting new technologies by employees should not be forced, but it should be spent gradually, especially if we speak about a technology that in some point change the way of doing things. However, regardless of the presented benefits and opportunities of new technologies, the number of companies that use them is relatively small. It was considered that the generation that currently are using Web 2.0 technologies in the private purposes would one day when they became employees fully use their commercial potential. Managers in companies today must understand that e-business is not a supplement to traditional business, but what is the business revolution. Electronic business allows overcoming the numerous barriers that existed until now, provides more reliable and faster communication between business partners and thereby creating conditions for better mutual collaboration.

It can be said now with certainty that the greatest value of Web 2.0 concept is unambiguous first step to towards intelligent (semantic) web, which we are just experiencing. Even now there are services that allow you to monitor different areas from one place (eg RSS reader). With good choice of locations and tags for tracking, it can be said right now that nothing important from the selected areas you can miss.

¹⁵ Ibid.

¹⁶ Tebbutt, D., *Genie in a bottle*, Information World Review, 2006, 12.5.2008., <http://www.iwr.co.uk/information-world-review/features/2155786/genie-bottle>

REFERENCES

- [1] Buzan T., Mape uma, Beograd, Finesa, 1999.
- [2] Buzan T., Savršeno pamćenje, Beograd, Finesa, 1999.
- [3] Cvejić B., Smena komunikacija., www.danas.rs/dodaci/com_medi/smena_komunikacija.29.html?, 10. 11. 2009.
- [4] Davenport T. H., Thinking for a Living: How to Get Better Performances and Results from Knowledge Workers, Harvard Business School Press, 2005.
- [5] www.feed.rs/, [RSS nije "samo" Really Simple Syndication](http://www.feed.rs/RSS_nije_samo_Really_Simple_Syndication), 18. 2. 2010.
- [6] Gelo Robert, Blog i wiki za službeno dopisivanje, www.sapmag.com.hr/show, 18. 2. 2010.
- [7] Lee, M. R. , From Web 2.0 to Conversational Knowledge Management: Towards Collaborative Intelligence, Journal of Entrepreneurship Research, Vol. 2, No. 2, 2007., pp. 47 – 62.
- [8] www.lo.rs/loznica/web-2.0-definicija.htm, Šta je WEB 2.0, 18. 2. 2010.
- [9] McAfee A.P., Enterprise 2.0: The Dawn of Emergent Collaboration, MIT Sloan Management Review, Vol. 47, No. 3., 2006.
- [10] Nedeljković V., Na Internetu već 2,2 miliona Srba, www.pressonline.rs/sr/.../Na+internetu+već+2,2+miliona+Srba.html, 22.1.2010.
- [11] Orehovalčki T., Konecki M., Stapić Z., Primjena Web 2.0 tehnologija u poslovanju, Fakultet organizacije i informatike Sveučilište u Zagrebu, pdf.
- [12] O'Reilly, T., What Is Web 2.0 - Design Patterns and Business Models for the Next Generation of Software, 2005, pristupano: 28. 4. 2008.
- [13] Smolenski N., Šta je to wiki?“, planinarenje.wikidot.com/what-is-a-wiki-site, 18. 2. 2010.
- [14] Tebbutt, D., Genie in a bottle, Information World Review, 2006, 12. 5. 2008., www.iwr.co.uk/information-world-review/features/2155786/genie-bottle
- [15] Varagić D., Web 2.0 koncept - Dva loša ubiše Miloša, www.pretraga.co.yu, 17. 2. 2010.
- [16] www.vesic.org/blog/, Blog-šta je to, čemu služi, a uz to i ne radi?, 18. 10. 2010.

IMPORTANCE RELATIONSHIP IN GLOBAL SUPPLY CHAIN

Barac Nada¹, Milovanović Goran², Anđelković Aleksandra³

Faculty of Economics, Niš, Serbia

¹nada_barac@yahoo.com, ²goran.milovanovic@eknfak.ni.ac.rs, ³aleksandra.andjelkovic@eknfak.ni.ac.rs

Summary: Supply chain has many different partners which have a lot of different aims. Today, global market procures many different technologies and instruments. Results of application of these technologies are better coordination between partners in global supply chain. Trust and respect between all partners in supply chain are grand maintenance for subsistence and develop supply chain. Without these elements, partners of supply chain will get decisions which are the best solution from their own aspects. Contracts between partners of supply chain could be support for trust and respect. The goal of this paper is therefore to stress the importance of Customer Relationship Management (CRM). CRM are all aspects of a business strategy which relate to techniques and methods for attracting and retaining customers.

Key words: Coordination, Supply Chain, Customer Relationship Management, Trust, Relationship Lifecycle Cycle.

1. INTRODUCTION

Globalization is very complex process. Process of globalization means freely and quickly moving product, people, companies, money and information through national borders. Globalization is characterized by: growing worldwide interconnections; rapid, discontinuous change; growing numbers and diversity of participants; and greater managerial complexity. Factors which support globalization are technology, homogeneous demand, transnational companies, integrations of market and etc.

Multinational companies have a freedom access at every market. This is the reason why domestic companies have a problem with conquest national market. Multinational companies, like product of globalization, have a more experience, knowledge, new technology for materializing competitive advantage. If domestic companies want to protect their position, they must look for partners. Companies, from a different area, integrated on this way may be very success, on domestic or international market. Each company from integrations will be concentrate and focus on his important activities and specializes for those activities. Through cooperation companies link themselves to other companies that have the necessary specialist skills, resources and core competence [3, p. 207.].

Construction and operation of supply chain always occurs in a particular place and time, and a large number of factors define the character of functioning supply chain. Some of these factors are: particularly distinguished scientific and technical achievements of technological progress, and demographic and social and economic factors, market and competition, especially economic and legal system. Characteristic these factors are constantly changing and this is the reason of complexity supply chain [8, p. 169.].

In this paper we will stress the importance of better coordination between partners in supply chain. We start with importance of relationships in supply chain and show elements of trust. Collaboration is the key. Then we will introduce the concept of Customer Relationship Management (CRM). This concept is an information industry term for methodologies, software, and usually Internet capabilities that help an enterprise manage customer relationships in an organized and efficient manner. In many cases, an enterprise builds a database

about its customers. This database describes relationships in sufficient detail so that management, salespeople, and customer service reps can access information; match customer needs with product plans and offerings; remind customers of service requirements; know what other products a customer had purchased; etc. Our belief is that CRM is larger than only the management of the relationship between the company and its customers. And it is reason why we will stress entire live-cycle from this relationship starting with the acquisition and selection of new customers, going through the sales process to end up with the customer support and filtering.

2. IMPORTANCE OF RELATIONSHIPS IN SUPPLY CHAIN

Partners of supply chain (see Figure 1) need [1] to manage and have visibility of all inventory including inbound materials, raw materials stock, work in progress, finished goods, goods in transit and service parts and returns. This clearly requires full cooperation from all partners across this global supply chain, and this work need for full visibility of the whole supply chain [10, p. 23].

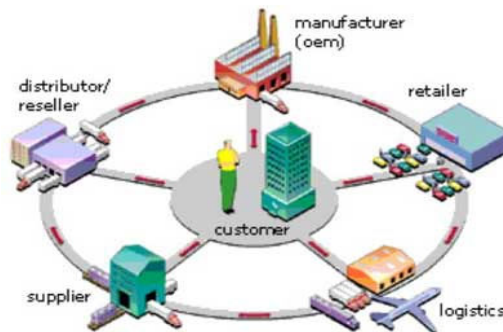


Figure 1: Partners in Supply Chain [4]

Importance of supply chain we may observe from following aspects:

- 1) Companies,
- 2) Consumers and
- 3) Economies.

From the aspect of consumer importance of supply chain can be traced through the value they receive. Focusing on their activities, members of the supply chain will produce high quality for consumers. Thereby we take into account that the main task of the supply chain and customer satisfaction requires that all participants in the chain tend achieving this task.

Supply chain that operates in a country or region, its successful operation will affect the growth and development of the region. However, supply chain, or between individual members of a supply chain and the economy itself, there must be mutual cooperation. That is, how supply chain can contribute to economic development and economy must be supported by supply chain or individual members.

Many have shift from a vertical integration model to outsourcing some or all of their production [6] 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. 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.

To help reduce procurement costs different mechanisms can be put in place such as catalogs, auctioning and request for proposals. But as for the CRM, if the systems are not interconnected you will not be able to achieve the reduction costs you expects as not enough suppliers will respond, catalogs will not be completed of auctions will be systematically to high.

All companies communicate with their partners using three basic building blocks. They Exchange, Integrate and/or Collaborate (as shown in Figure 2). Exchange is the realm of the EDI providers or the early EAI (Enterprise Application Integration) providers. It is the simplest method that moves data from and too companies. There is no implied or explicit intelligence in the data – it is as simple as a buyer sending a static

view of a range of Purchase Orders to a supplier. Once it was paper-based, then it became EDI based, and now it is XML based. The technology available to do this is generally available today.



True Collaboration

- One, other or both companies **EXCHANGE** data (*ERP*)
- Both **INTEGRATE** the use of this information in their respective computer systems/businesses (*Supply Chain*)
- Both **COLLABORATE** on the information leading to a revision and approval processes leading to confirmation of the information (*Collaboration*)
- All partners measure their success (or otherwise) on this new extended one-number plan

Figure 2: All companies Exchange, Integrate and/or (Truly) Collaborate [5]

Integration was the main focus for many companies until recently. This is also where the EAI vendors exceed their promise in that they do not get to the next stage. Integration is has implicit and explicit connotations. Integration explicitly ensures that buyer and seller computer systems are tied together. As the buyer sends POS or demand data to the seller, the seller will automatically create a shipment in order to fulfil the buyer's needs. This was a single-directional flow of information. There was no collaboration. It was a series of discrete, one-way flows of information that was used "as is" unless it did not get processed by the systems in place. The implicit assumption was that the buyer-seller business processes were synchronized. And this was the failing of most standard Integration processes such as Vendor Managed Inventory (VMI) and Quick Response (QR). Systems integration was achieved but business integration was not (see more) [2, p. 142]. Collaboration is the key. Elements of trust (see table 1.) are very important for collaboration. This is where the two companies completely change the transaction and hence the relationship between each other. True collaboration is defined as:

- 1) Both companies jointly derive the information needed (forecasts, plan, order etc.),
- 2) Both companies have approval of the information,
- 3) Both companies use the resultant planning information to execute to,
- 4) Both companies measure each others performance to the plan,
- 5) Both companies pay themselves based on that performance.

Table 1. Elements of trust

Elements of trust	Key aspect
Perceived monitoring	Refers to the supervision of transactions by, for example, regulatory authorities or owners of B2B market exchanges. This can mitigate uncertainty through a perception that sellers or buyers who fail to conform with established rules and regulations will be penalised.
Perceived accreditation	Refers to badges or symbols that denote membership of externally recognised bodies that bestow credibility, authority, security and privacy on a selling organisation.
Perceived legal bonds	Refers to contacts between buyers, sellers and independent third parties, so that the costs of breaking a contract are perceived to be greater than the benefits of such an action. Trust in the selling organisation is therefore enhanced when bonds are present.
Perceived feedback	Refers to signals about the quality of an organisation's reputation and such feedback from other buyers about sellers, perhaps through word-of-mouth communication can deter sellers from undertaking opportunistic behaviour.
Perceived cooperative norms	Refers to the values, standards and principles adopted by those party to a series of exchanges. Cooperative norms and values signal good faith and behavioural intent, through which trust is developed.

Source: Fill Ch., Fill K., Business to Business Marketing, Prentice Hall, 2005, p. 163.

3. CUSTOMER RELATIONSHIP MANAGEMENT

CRM is not a product, not even a suite of products, but a business philosophy that touches upon many independent parts of the organization [11]. To speed customer acquisition, increase customer satisfaction and retention, and the company profit, it is necessary to develop a customer centric business model linking back and front office around the three pillars that are Sales, Marketing and Services. To be usable, a CRM solution needs to be technically integrated and therefore requires consistent shared customer repository to exchange data between all three areas and analytic capabilities to optimize customer value. CRM has mainly three goals:

Achieve higher revenues per customer by knowing and serving your customers better,
Increase customer satisfaction and retention by integrating information from multiple channels stored in disparate systems,

Lower costs to acquire and service customers by using technology to automate, manage, and analyze processes and data.

Some, as Peppers and Rogers, sees CRM as the same as one-to-one marketing as both “establish relationship with customers on an individual basis, and then use the information you gather to treat different customers differently” [9]. But as Lee [7] reminds it, “one to one marketing focuses on the definition of customer relationship while CRM focuses on the management of the customer relationship”.

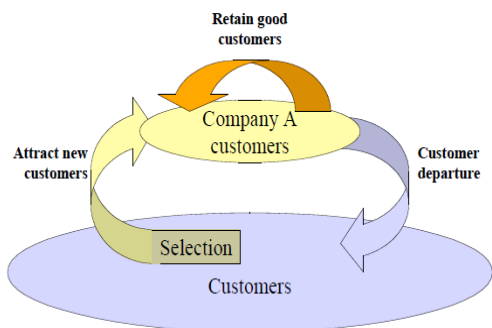


Figure 3: Company - Customer Relationship Lifecycle

Our believe is that CRM is larger than only the management of the relationship between the company and its customers. It encompasses the entire live-cycle (see Figure 3) from this relationship starting with the acquisition and selection of new customers, going through the sales process to end up with the customer support and filtering.

The Figure 4 shows where the elements of Exchange, Integrate and Collaboration are most applicable throughout the series of iterative processes that take place between buyer and seller. In Figure 5 we can compare product, customer and relationship life cycle models The simple aggregation of orders derived through Exchange and Integration would equate to the Customer Life Cycle model. The inclusion of Collaboration extends this model to that of the Relationship Lifecycle (Figure 5) [12].

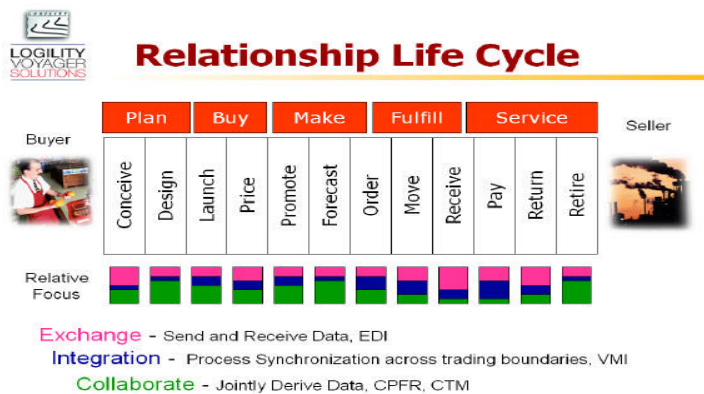


Figure 4: Relationship Lifecycle Cycle [5]

4. CONCLUSION

In terms of globalization, when the market access easier for the openness of the market and when there is great danger of attack the company's competitors often choose to perform in groups. In this way, each company is specialized to perform certain types of activities in the supply chain and thus provides a higher quality market. Including the company's supply chain more easily overcome all the weaknesses and dangers they encounter. Contemporary conditions are increasingly characterized by applying supply chain, rather than individual companies.

Today, global market procures many different technologies and instruments. Results of application of these technologies are better coordination between partners in supply chain. In today's extremely competitive environment, companies are investigating new means of increasing profit by implementing so called Customer Relationship Management Systems (CRMs). But the needs to continually cut costs and focus on core competencies has led companies to focus on how to improve the supply chain and leverage their supply base.

Customer Relationship Management (CRM) is an information industry term for methodologies, software, and usually Internet capabilities that help an enterprise manage customer relationships in an organized and efficient manner. In many cases, an enterprise builds a database about its customers. This database describes relationships in sufficient detail so that management, salespeople, and customer service reps can access information; match customer needs with product plans and offerings; remind customers of service requirements; know what other products a customer had purchased; etc.

REFERENCES

- [1] B2B CRM: PRM Trends and Evolution", Gartner Group, 2001.
- [2] Barac N. Milovanović. Strategijski menadžment logistike, SKC Niš, Niš, 2006. ISBN 86-7757-121-3.
- [3] Fill Ch., Fill K., Business to Business Marketing, Prentice Hall, 2005.
- [4] http://omiusajpic.org/files/2008/12/supply_chain_diagram.jpg
- [5] <http://www.supplychaintoday.com/LogilityRelationship%20Life%20Cycle%20and%20Collaborative%20Commerce%5B1%5D.pdf>
- [6] Inc., www.i2.com, 2001.
- [7] Lee T., "One to one marketing & CRM", Journal of Web Marketing Research, www.webcmo.com/Marketing/CRM/One_to_one_marketing_and_CRM.html17
- [8] Lovreta S., Končar J., Petković G., Kanali marketinga, Ekonomski fakultet Beograd, 2009, ISBN: 978-86-403-0952-3.
- [9] Peppers & Rogers Group, www.ltol.com 19
- [10] Rushton A., Walker S., International logistics and supply chain outsourcing, Kogan page, 2007.
- [11] The CRM Phenomenon", white paper, Magic Software Enterprises Ltd., 2000.
- [12] www.webcmo.com/Marketing/CRM/One_to_one_marketing_and_CRM.html.

STEP CLOSER TO EUROPEAN UNION WITH MASTERS EXAM

Bilić Siniša¹, Misirača Dalibor², Opačak Ivice³, Vujčić Jasna⁴

¹ Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,

sinisa.bilic@sb.t-com.hr

² College Primus, Gradiška, Bosnia and Herzegovina, markomis@yahoo.com

High School "Matija Antun Reljković", Slavonski Brod, Croatia, ³ivopac@net.hr, ⁴jasna.vujcic@gmail.com

***Summary:** In accordance with EU regulations legislation, the Federation BiH is prescribed for carrying out education-related and special trades vocations. Trade Law is prescribed to professional qualification for conducting trade-related gains by type when passing the exam on professional qualification, a masterful examination laying master exam before a commission established by the Canton Chamber of Trade, in cooperation with vocational schools. In order to allow applicability of the Trade Law and Trade Statute on master examination and to remove the practical problems related to fulfilling the prescribed conditions for such a trade, these activities regulates the possessions of appropriate professional qualifications as a condition for approval to conduct trade activities. In a way, taking a master's exam is left as an option for further qualifications.*

***Key words:** tradesmen, education, masters' examination, and the conditions of taking the masters' exam*

1. INTRODUCTION

It is a long tradition in Bosnia and Herzegovina in trade development. We would like to state that traffic and favourable geographical position of Bosnia and Herzegovina, caused trade development in the sixteenth century. First, there were trades for the Army, Samardzija, blacksmiths, Sarac, braziers, and then came to the development of trade for the citizens. The 81 trades were developed. [1] Over time, trades disappear and die out. In 19.th century in Bosnia and Herzegovina, developed twenty-trade shopping centre's grow its production needs of the market. Rapid technological developments of the twentieth century reduce the need for a number of old and traditional trades, so that many have literally extinct. Market Trends re-opened the possibility of trades' development. Tradesmen saw their chance at improving the tourism offer and displaying traditional old trades, but also its flexibility in adapting to market demand trends. Low costs for opening a trade, flexibility in business, a great willingness acceptance of new technologies, innovation and application of new knowledge, and economic independence of craftsmen are the most common reasons for which comes to trade development. With the rise of living standards, the citizens needs also grow. The lack in domestic industrial production offerings may cause rising demand for commercial products. There is a need of cooperation between industry and tradesmen. The changes are all larger and more intense, and leads to the need for deepening and continuous acquisition of new knowledge and skills that can be further developed in line with a very dynamic development of entrepreneurship. For this purpose, a continuous education is needed to prepare for the acceptance of all the rapid changes in the world of work and in society. In order to build up system education it is necessary to involve the system in all the social factors, including tradesmen, to achieve the concept of a society that seeks to teach and the knowledge society.

2. NEED FOR EDUCATION

The employees' education is an investment in intellectual capital that has the ability to create new economic value. Such investment in the short term may costs, until the effects become visible only in longer periods of future business. [2] If you want to successfully develop business that will permanently remain on the market, the tradesmen have to forget the cost restrictions when it comes to education and achieve the wisdom that this type of cost will immeasurable bring multiple benefits in the material effect of income or profit. Recovery of the economy and its rapid development is not just a matter of individual entrepreneurs and tradesmen. It is imperative for the whole society. Thus, the main reason for the creation and application of the concept of life-long education and learning are rapid technological and social changes for which existing knowledge, skills, values, attitudes and habits are rapidly outdated. The amount of required knowledge has become so excessive that it could be learned during the years of schooling. [3] Formal education includes a system of general, vocational and higher education to graduate level studies. Education structure is divided into five levels, through public and private institutions. [4] The first step in the education system for the tradesmen is the master examination.

3. MASTERS' EXAM

Master position is very much appreciated, and is acquired by passing a master exam. Master exams are recognized national examinations, are regulated by the Trades Laws and related activities and regulations on the deposit of a master exam. A masterful examination is checked, whether the candidate is qualified master to perform trade profession or professional work, independently run trade, train students, and whether has mastered, any other knowledge and skills prescribed in The Master exam programmes [5] Master exam is taken for the professions prescribed by the Regulations on related special trades, and the content and manner of taking the examination is prescribed by the Statute on masters' examination. The program defined the scope of activities of the Master, the objective exam, part of the exam with these professional areas, and adjusts the part of the exam for candidates who previously acquired high, more professional or higher education. The Minister of Education prescribes the programme content of the examination, taking into account the required practical knowledge, exam technique, the duration of the practical exam, the criteria for evaluation, the minimum requirements for successfully passing some exams and recommended literature.

3.1. Conditions for registration exam

Tradesmen may apply when taking the master's examination to meet the specific criteria of the Statute regulations. While signing, a tradesmen must prove that the appropriate high school has been completed and that at least two years of work experience in trade for which he takes the exam, or he finished another high school and has at least five years experience in trade for which he takes the exam. The candidate is required to submit a written application for examination in prescribed form in the middle vocational school which announced an add for the exams. With the application, there should be attached to evidence of the fulfillment of conditions for examination: certificate of secondary school, proof of work experience, and master's exam payment confirmation.

3.2. Examination

Taking the master exam consists of four parts, whose content provides the minister responsible for education. Individual parts of exams are laid in any order at different test dates. The exam consists of practical part, the professional theoretical part, and the management -have the economic and educational - anthology parts. The exam is taken before the examination commission. The minister responsible for education appoints testing committee. Test Committee prepares test materials, supervise and conduct examinations for individual parts of the exam. The Committee takes the documentation the exam, decides on the recognition of parts of the exam determines the success of candidates and issue a certificate when candidate passes test, and perform other tasks related to the preparation and maintenance of the exam. The candidate has passed the exam when he is positively evaluated from all four-test sections. On the practical part of the master's exam respondent makes a practical task, one or more items, or perform a service test, which he is designated by the committee in the manner prescribed by the master's examination program. Professional and theoretical part of the master's exam, part of the exam in the field of economic and legal regulations, and examination of the basic knowledge needed for teaching apprentices shall be in writing. On a practical basis of the examination in teaching apprentice, the knowledge and skills in teaching the subjects to the apprentice from the preparation

made in writing are checked. Oral examination and theme explanation is performed orally before the examination commission. The candidate has the ability to depart from the oral exam upon a written request if the written part of the examination is positively evaluated. The candidate responds to questions from the checklist, which he chooses for himself. The written and oral examination of an individual candidate, are claimed in the same test period, but candidate has the right to prepare for the oral examination. The candidate has passed the exam when it was assessed positively in all four parts of the exam.

3.3. Records of examination and candidates

The examination and candidates are in details recorded: examination committee meeting minutes, decisions about the organization and course exams, liabilities of members and the decisions of the Commission of jurisdiction test, records of examinations and concluding the record. Minutes of the exam contains information about the candidate, the type of examination, test tasks, test questions for individual areas for an individual part of the examination, evaluation of individual test areas and exam, part of the examination commission and other data. In concluding minute committee enters data about conditions fulfillment for the issuance of the Certificate of Examination passed. Based on the final log, the candidate is issued a diploma on master profession.

4. CONCLUSION

In making the Statutes regulations for master exams, Chamber of Trades in the Federation of Bosnia and Herzegovina was not aware of the polycentric problems in the education system. It transferred to the autonomy of Ministry for education, which with minor exceptions is exclusive government agencies, with slow systems that are not taught to make decisions quickly and in communication with the small trade came to the first problem. Statutes regulations provided the obligations that vocational schools should assume there would be achieved in practice. In addition, from the day Statutes validated, in most counties / cantons have not formed the necessary committees or the schools have not yet advertised the possibility of taking the master exam application. Next in line are certainly tradesmen, who will look over to the Commerce of Trade to launch the trade activities in taking exams, or to change rules in order to organize the examination carried out by the competent chamber of trades, as it is organized in the countries that cherish this tradition for decades.

REFERENCES

- [1] Program razvoja obrtništva, Available on Web site: <http://www.fmrpo.gov.ba/UserFiles/File/ANEX%202%20PDF.pdf>.
- [2] Misirača, D.; Bilić, S.; Bakić, R. & Bojić, B.: Menadžment ljudskih resursa, Visoka škola poslovnog menadžmenta „PRIMUS“, Gradiška, 2010., pp. 145. ISBN 978-99955-647-1-1.
- [3] Petričević, D.: Metodika suvremeno-teorijske nastave, Pučko otvoreno učilište Zagreb, Zagreb, 2007., pp. 22. ISBN 978-953-254-005-5.
- [4] Bilić, S.; Misirača, D. & Opačak, I.: EU Vocational Education and Training programme in Bosnia and Herzegovina, Proceedings of the 1st International Scientific and Expert Conference TEAM 2009., Slavonski Brod, 2009., str. 154-156. ISBN 978-953-55970-0-1.
- [5] Pravilnik o polaganju majstorskog ispita, Službene novine Federacije Bosne i Hercegovine, 54/09.

ИНФОРМАЦИОННО-КОММУНИКАЦИОННЫЕ ТЕХНОЛОГИИ

Билич Сузана

Факультет по подготовке дипломированных юристов и дипломированных экономистов для
руководящих кадров, Университет Хозяйственная Академия, Новый Сад, Сербия,
bilic.suzana@yahoo.com

Резюме: Информационно-коммуникационные технологии стали неотъемлемой частью всех аспектов жизни. За последние двадцать лет использование и применение информационно-коммуникационных технологий в основном изменило практику и способы ведения бизнеса во всех сферах человеческой деятельности. Знание и использование информационно-коммуникационных технологий в современном мире является одним из основных элементов грамотности и культуры человека, а прогресс в области информационно-коммуникационных технологий еще более укрепил связь между знаниями и общим развитием. Информационно-коммуникационные технологии предлагают широкий спектр специфических преимуществ: повышение эффективности и производительности труда, обмен и хранение информации, коммуникация, ускорение накопления, распространение и применение знаний.

Ключевые слова: информационно-коммуникационные технологии, современные организации, технология, технологические инновации, ИТ менеджмент.

1. ВВЕДЕНИЕ

Современные организации работают в условиях постоянно меняющейся среды. Методы, которые были удовлетворительными в организациях промышленной эпохи, вряд ли смогут решать современные проблемы. Традиционно, большое количество информации хранилось в специально отведённых для этого комнатах (архивах) или в наших головах. Сегодня, с развитием технологии и, в частности информационных технологий (ИТ), с помощью компьютеров, телефонов, факсов, модемов, сканеров и т.п., данные могут быть обработаны более эффективно и дешево, а сама информация может быть использована более динамично. Человеческое знание и его применение имеет большее развитие, чем природные ресурсы, человеческий труд и капитал, а технология стала доминирующим элементом, потому что с её помощью достигается гораздо более высокая валоризация природных ресурсов и человеческого труда. Информационно-коммуникационные технологии представляют спектр технологий, которые взаимосвязаны между собой, и предлагают широкий спектр специфических преимуществ: повышение эффективности и производительности труда, обмен и хранение информации, коммуникацию, ускорение накопления, распространение и применение знаний.

2. СОВРЕМЕННЫЕ ОРГАНИЗАЦИИ

В эпоху, когда компьютеры занимают всё больше и больше места в повседневной жизни человека, в которой применяются настолько часто, что несколько десятилетий назад это было практически

невозможно предсказать. Было очень мало смелых людей, смотрящих в будущее, которые "рискнули" бы и предположить применение ЭВМ в различных областях.

Современные организации работают в условиях постоянно меняющейся среды. Методы управления, которые были удовлетворительными в организациях промышленной эпохи вряд ли смогут решить проблемы современности. Сегодня, в век информации, высокая скорость изменений во всех аспектах бизнеса, отягощает управление и контроль над организацией, поэтому бизнес-системы все чаще рассматриваются как необходимый механизм координации.

Постоянно меняющееся окружение создаёт большое количество новой информации на ежедневной основе, которую нужно быстро собрать и обработать и подготовить в форме, пригодной для принятия решений. По этой причине информационно-коммуникационные технологии (ИКТ) стали одним из ключевых факторов развития и эффективности организации. Внедрение современных ИКТ недостаточна сама по себе, необходимо адаптировать бизнес-процессы, которым новые ИКТ будут не только фундаментом, но и способом ведения организации, бизнес технологией организации в целом.

Знания становятся единственным ограничивающим фактором в предпринимательской деятельности, а информационно-коммуникационная технология является основанием эффективного производства эффективных знаний, определяющим современный способ функционирования и успех компании. Менеджмент, как функция организации и целевого руководства специализированными знаниями в одну систему создания дополнительной ценности для клиентов, становится производителем и управляющим основным (интеллектуального) капитала и лидером предпринимателей в предпринимательской организации современного предприятия. Современный менеджмент, развитием предпринимательской технологии эффективного руководства индивидуальными знаниями в организованную целевую систему для создания дополнительной ценности для ключевых заинтересованных групп влияния социальной активности предприятия, становится общественной функцией, которая приводит к развитию технологий, институций и систем ценностей, то есть общего социального развития. Интеллектуальный капитал, который стал одним из основных факторов создания дополнительной стоимости для всех заинтересованных групп действия компании, чтобы показать свою полную эффективность, должен адекватно участвовать в её распределении.

Современный менеджмент уже не управляет системой бизнес-функций предприятия, а развивает предпринимательскую технологию управления процессами, информационных, финансовых и материальных потоков от их источников через трансформационные процессы компании до поставки продукции с высокой добавленной стоимостью для покупателя в нужное время в нужном месте, при соответствующем качестве и с соответствующей стоимостью доставки. Эффективность и действенность пространственной, временной, трансформационной энергии, информации, знаний и ресурсов в стратегический альянс с целью создания дополнительной стоимости для покупателей является зоной современной конкурентоспособности предприятия¹.

3. ПОНЯТИЕ ИНФОРМАЦИОННО-КОММУНИКАЦИОННЫХ ТЕХНОЛОГИЙ

Информация является важнейшим фактором успеха любой организации. Будь то кадровая информация, расписание встреч или презентаций, ежемесячные статистические данные или публикации - вся информация должна быть отсортирована, организована и подготовлена.

Для того, чтобы связать микроэлектронику, компьютерную технологию и коммуникацию в последних несколько лет используются два общих названия. Одно из них информационная технология, которая отмечается сокращением ИТ (англ. Information Technology), а другим является информационно-коммуникационная технология, сокращение ICT (англ. Information and Communication Technology), которое часто используется в Европе.²

"Информационные технологии являются общим термином для изучения ресурсов, процедур и методов управления, хранения, обработки, передачи и представления данных и информации". Информационные технологии «вышли» из электроники, применением достижений в области математики и физики.

Информационные технологии (ИТ), является термином, которым мы описываем детали (хардвер) и программы (программное обеспечение), которые позволяют нам присоединиться, загрузить, организовать, манипулировать представлением информации с помощью электронных средств. Например, компьютеры, сканеры, базы данных, экспертные системы ...

¹ Posdiplomski specijalistički studiji, Sveučilište u Zagrebu-Fakultet Organizacije i Informatike Varaždin, <http://www.foi.hr/pss/index.html>

² Prof. Nedim Delić, Informaciono-komunikacione tehnologije u obrazovanju, Banja Luka, decembar 2008.

Коммуникационная технология (СТ) представляет собой термин, который описывает телекоммуникационное оборудование, с помощью которого можно может передавать, получать, искать и получать доступ к информации. Например, телефон, факс, модем и т.д.

Цифровое содержание, образовательные порталы, онлайн-услуги, компьютерные сети, цифровое телевидение, гипермедийные программы, программное обеспечение и услуги, мобильные телефоны и другие предметы, принадлежат к настоящему и являются частью информационного общества. Все выше перечисленное называется информационно-коммуникационными технологиями. Знание и использование информационных - коммуникационных технологий в современном мире является одним из основных элементов грамотности и культуры человека. Не существует никаких сомнений в том, что использование компьютеров значительно облегчает обучение и работу.

4. ИНФОРМАЦИОННО-КОММУНИКАЦИОННЫЕ ТЕХНОЛОГИИ В ОБУЧЕНИИ И ПРЕПОДАВАНИИ

Информационно-коммуникационные технологии обеспечивают хорошую основу для эффективного и творческого использования знаний. Знание и умелое использование информации являются ключевыми факторами развития экономики. Таким образом, вместо термина "информационное общество", сегодня в средствах массовой информации мы часто можем услышать термин "общество знаний". ИКТ технологии стали неотъемлемой частью развития общества, тем самым "проложив" новые пути в будущее, которыми будет двигаться общество. Нарастающие поколения, которые должны двигаться в этих направлениях, должны активно пользоваться информационно-коммуникационными технологиями как в начальных и средних школах, так и в университете. Проще говоря, они должны быть готовы к этому.

Обучение и воспитание молодых людей сегодня не может исключить ИКТ из процесса образования. Применение технологий привело общество в такую стадию, что знания в области ИКТ, наряду с чтением, умением писать и считать, начинают рассматривать как элементарную грамотность.³

5. РАЗВИТИЕ ИНФОРМАЦИОННО-КОММУНИКАЦИОННЫХ ТЕХНОЛОГИЙ

Знание всегда имело значительную роль в развитии человеческого общества. Прогресс в области информационно-коммуникационных технологий еще более укрепил связь между знаниями и общим развитием, таким способом, они в настоящее время являются основой для создания и применения знаний в государственном и частном секторах.

Человеческое знание и его применение имеет большее развитие, чем природные ресурсы, человеческий труд и капитал, а технология стала доминирующим элементом, потому что с её помощью достигается гораздо более высокая валоризация природных ресурсов и человеческого труда. Научные исследования и экспериментальные разработки - НИ включают в себя творческий труд, основанный на систематическом способе деятельности в целях увеличения объема знаний, распространения способов применения и изобретения новых приложений.⁴

Информационно-коммуникационные технологии являются спектром ряда взаимосвязанных технологий.

В соответствии с определением Всемирного банка, ИКТ состоит из аппаратного и программного обеспечения, сетей и медий для сбора, хранения, обработки, передачи и представления информации (голосовых, текстуальных, изображений, цифровых).⁵

Поскольку ИКТ существует более чем шесть десятилетий, то есть от появления первого транзистора, она делится на старую и новую ИКТ. В старые включены телеграф, фиксированная телефония, радио и телевидение, а в новые - мобильная телефония, интернет и компьютеры. В развитых странах особое внимание уделяется лишь новым технологиям. Старые и новые информационно-коммуникационные технологии включают в себя производство и услуги.

Информационно-коммуникационные технологии предлагают широкий спектр специфических преимуществ: повышение эффективности и действенности, обмен и хранение информации, передача информации, ускорение темпов накопления, распространения и применения знаний.

³ Prof. Nedim Delić, Informaciono-komunikacione tehnologije u obrazovanju, Banja Luka, decembar 2008.

⁴ Wikipedia, the free encyclopedia on Internet. Available on Web site:
http://sh.wikipedia.org/wiki/Tehnolo%C5%A1ki_menad%C5%BEment

⁵ Prof. Nedim Delić, Informaciono-komunikacione tehnologije u obrazovanju, Banja Luka, decembar 2008.

Информационно-коммуникационные технологии являются одним из наиболее важных факторов, которые могут ускорить транзитию в регионе. Они являются главным путём развития сетевой экономики и информационного общества, которым можем достичь западно-европейские стандарты. Наиболее развитыми странами в этой области являются скандинавские страны, США и Великобритания. Является фактом то, что эти технологии всё ещё не полностью использованы.

Информационно-коммуникационный технологический расход является важным показателем инвестиций в ICT-рынок. Двумя показателями, которыми индексируются информационно-коммуникационные технологии в странах являются Network Readiness Index (NRI) и Information Society Index (IDC). Информационно-коммуникационные технологии оказали сильное влияние на развитие стран с переходной экономикой. Большинство из этих стран добились прогресса в деле применения и расширения основных ICT показателей. Тем не менее, они представляют лишь предпосылку для дальнейшего развития информационно-коммуникационных технологий.

По данным различных исследований в мире существует большое различие в области ICT между отдельными государствами, а также и регионами мира. Цифровой разделение является одним из феноменов. Он основывается на цифровой грамотности. Ограничение доступа к цифровым материалам всё чаще связано с возможностью равного доступа к информации в области образовательного, экономического, социального, политического и культурного пространства. В странах, в которых не развито ICT, в будущем не будут сильно прогрессировать, это означает, что развитие интернета остаётся привилегией развитых стран и великих держав. Важным фактором во всём этом занимает знание иностранных языков, то есть английского языка который является самым распространённым в интернете.⁶

6. ТЕХНОЛОГИЯ

Одной из ключевых задач менеджмента является приобретение, развитие и распределение организационных ресурсов (технология, безусловно, является важным ресурсом).

Техника является материальным воплощением знаний и навыков, которые человек использует в своей деятельности.

Технология представляет собой набор знаний о поступках и процессах. Это процесс, метод, который через труд, капитал, информацию, материал превращает в готовую продукцию с более высокой ценностью. Ссылается на теоретические и практические знания и навыки, которые могут быть использованы для разработки продуктов и услуг, а также систем производства и распределения. Технология относится к процессам, с помощью которых организация превращает труд, капитал, материалы и информацию в продукты и услуги.

6.1. Технологические инновации

Технологические инновации играют ключевую роль в повышении производительности предприятий.

Это первое применение науки и техники в новом направлении с коммерческим успехом. Включают новые продукты и процессы, и значительные технологические изменения в продуктах и процессах.

Инновация продукта - инновация применяется только тогда, когда предлагается на рынке.

Инновация процесса - инновация применяется в производственном процессе.

Инновация считается успешной, если её коммерциализацией можно вернуть вложенные средства и получить с неё прибыль.

Технологические изменения являются одной из ключевых сил, которые влияют на конкурентоспособность фирм и, на которые очень трудно ответить своевременно и надлежащим образом.

Важным элементом интеграции технологии и стратегии, является существование потенциала для непрерывного технологического прогнозирования.

Инновационные способности составляют широкий набор организационных характеристик, которые позволяют и поддерживают инновационную стратегию.

Оценка инновационного потенциала должна включать соответствующие показатели в каждой группе переменных.

⁶ Prof. Nedim Delić, Informaciono-komunikacione tehnologije u obrazovanju, Banja Luka, decembar 2008.

6.2. Стратегическое управление информацией

Многие крупные компании инвестируют много средств в информационные технологии. Тем не менее, эти инвестиции никогда не являются достаточными, и ожидается, что компании, которые хотят сохранить свои позиции на рынке, будут должны, в ближайшие несколько лет вложить и в три раза больше, потому что информационная технология из года в год, из месяца в месяц, изо дня в день - быстро развивается и постоянно меняется и улучшается.

Конечно, такие инвестиции должны сопровождаться параллельным развитием персонала, который будет пользоваться и управлять этой технологией - с одной стороны, и сотрудников, которые будут управлять огромным количеством информации, которая будет необходимой для успешной работы на рынке будущего.

Увеличение ценности информации в любом бизнесе непрерывно растёт. В настоящее время информация является наиболее ценным активом любой бизнес системы, её интеллектуальным капиталом, который должен быть всесторонне защищён. В постиндустриальном обществе, доминирующая ценность компании не находится в её средствах, а в знаниях, людях и информациях. В настоящее время она занимает и до 95% от стоимости компании.

Быстрое развитие применения информационно-коммуникационных технологий вызывает усиливающуюся вероятность атак на информационную систему и злоупотребление информацией, самыми ценными бизнес активами, о которых говорят многочисленные предупреждения в мире.

7. ИТ МЕНЕДЖМЕНТ

Традиционно, большое количество информации хранилось в специально отведённых для этого комнатах (архивах) или в наших головах. Сегодня, с развитием технологии и, в частности, информационных технологий (ИТ), с помощью компьютеров, телефонов, факсов, модемов, сканеров и т.п., данные могут быть обработаны более эффективно и дёшево, а сама информация может быть использована более динамично. Сбор и обработка информации особенно обширны в крупных организациях и компаниях, и в такой бизнес среде создаётся необходимость контролировать и планировать проток информации, то есть ИТ менеджмент.⁷

7.1. Хороший, лучший, самый лучший ИТ менеджер

ИТ-управление представляет собой ряд поступков, организационной политики и процедур, связанных с осуществлением, техническим обслуживанием и постоянным контролем технологии в бизнесе. Работа ИТ-менеджмента включает в себя физические элементы технологии в бизнесе (аппаратного и программного обеспечения и сетевой инфраструктуры) и человеческие элементы (поддержка, наставничество, безопасность, доступ и использование). В настоящее время компании ведут борьбу за выживание, а потом и за успех в постоянной гонке на рынке. ИТ-отдел обязан принести большой вклад, чем когда либо с ограниченными средствами. В этих условиях, хороший ИТ-менеджер должен быть чем-то большим, чем обыкновенным менеджером. В дополнение к отличным знаниям информационных технологий, ИТ-менеджер должен иметь образование и опыт в области бизнес-процессов, бюджетирования, стратегии, планирования, управления, работы в команде, мотивации, и быть лидером комплексной ИТ команды.

7.2 Задания ИТ менеджера

Выравнивание ИТ к бизнес-процессу так, чтобы перемены в ИТ-системах не нарушили бизнес-процесс или блокировали доступ к информации, все это с последствием создания конкурентных преимуществ. Эффективная коммуникация с остальной частью организации, то есть доступность, простота и постоянная поддержка и обновление ИТ системы для быстрого и легкого использования конечными пользователями и в остальных частях организации, например, департаменты финансов, маркетинга, связей с клиентами, закупок и других.

Управление ИТ-инфраструктурой, которые являются более сложным из-за продолжающейся разработки программного обеспечения и и краткого века железа, и необходимости специального ухода для обеспечения безопасности ИТ-процессов (защита от потери данных и повреждений системы

⁷ Novinski članak, karijera - „Geek u odijelu managera/IT management“, <http://www.ljepota.ba/detaljni.asp?id=6941&naslov=Geek+u+odijelu+managera%2FIT+management>

в результате сбоя системы, кражи). Хорошее планирование расходов на реализацию ИТ-проектов. Быть первым, в покупке самого дорогого, нового оборудования не всегда хорошо. Закон Мура гласит, что чем больше вы откладываете ИТ-закупку, тем больше вы получите за ваши деньги. Ожидание, кроме того, уменьшит риск приобретения технологического оборудования, которое ещё не избавилось от недостатков, или обречено на быстрое устаревание. В некоторых случаях, двигаться по острию новых технологий имеет смысл. Тем не менее, такие случаи происходят всё реже и реже, так как возможности ИТ становятся однородными.

Баланс формирования команды и 'outsourcinga' то есть сдержанность в решении, какую часть ИТ-процессов передать переработке вне организации, а какую задержать внутри, с тем, чтобы добиваться результатов с минимальными затратами и в то же время сохранить доверие своих собственных высококвалифицированных сотрудников и создать качественную команду. Последней задачей качественного и успешного ИТ-менеджера является способствование быстрой реакции организации на постоянные изменения на рынке. То, насколько успешно компании справляются с технологическими изменениями, может иметь значительное влияние на их всеобщую эффективность и конкурентоспособность.⁸

7.3. Простая сложность

Повышенная потребность в ИТ-квалифицированном персонале и их непрерывном образовании и усовершенствовании в технических инновациях является показателем выше упомянутого растущего усложнения ИТ-департаментов. В результате плохой организации спланированной системы, организация может быть вынуждена вводить одни и те же данные несколько раз, чрезмерное употребление папирологии или повторение определённых процессов, а также затруднённое или невозможное создание жизненно важных докладов. Чтобы технологию эффективно применять в организации, необходимо создать структурированный ИТ-план, в котором излагаются функции организации, и как эти функции будут поддерживаться информационной технологией, то есть ИТ-отделом. В идеале этот план не является независимым, но является неотъемлемой частью более широкого стратегического плана организации.

7.4. Менеджмент операций

Менеджмент операций находит сильную поддержку в развитии дисциплины управления технологиями и инновациями в двух основных направлениях: стратегическом и оперативном. Стратегическое направление изучает возможности дальнейшего развития деятельности компании, в частности приверженность к новым технологиям, как вызов для новых операций, которые постоянно будут создавать новые и усовершенствованные продукты и услуги. Кроме того, усилия направлены к тому, чтобы новую технологию оценить, ранжировать и выбрать, чтобы оперативное направление было сосредоточено на успешном применении технологии, как внутреннего ресурса в основании технологических операций, которыми выполняются поставленные требования, установленные в виде цены, качества, количества и сроков продуктов и услуг. Важным направлением развития области определён и незначительными отличиями в рассмотрении вопросов менеджмента технологии и развития на микро и макро уровнях. Конкурентоспособность на основе технологий и компетенции становится критической для организаций, но и для промышленности, экономики в целом, для стран и целых регионов. Все актуальнее становится целостный взгляд на вопросы технологии как на внешнюю силу и внутреннего ресурса компании, что подразумевает интеграцию менеджмента технологии и инноваций в компании с полной технологической и инновационной средой, в которой действует организация. Менеджмент технологической диверсификации является важным аспектом новой парадигмы, направленной на укрепление конкурентоспособности операций компании, непосредственно связанных с её инновационным потенциалом.

8. ЗАКЛЮЧЕНИЕ

Современные условия бизнеса, эпоха сетевой революции и появление интернета, привели к значительным изменениям в деловой среде. Современный образ жизни и бизнеса практически невозможно представить без информационно-коммуникационных технологий.

⁸ Novinski članak, karijera - „Geek u odijelu managera/IT management“, <http://www.ljepota.ba/detaljnije.asp?id=6941&naslov=Geek+u+odijelu+managera%2FIT+management>

Информационно-коммуникационные технологии (ИКТ), получили важную роль и значительное место в бизнесе, они стали значительным фактором для эффективного и действенного осуществления предпринимательской деятельности. Учитывая, что в эре цифровой экономики (экономики знаний) знание представляет силу, ИТ которые быстро и легко создают, обменивают и применяют знания (быстрее и больше, чем когда-либо), представляют путь к наиболее эффективному использованию этой силы. Информационные технологии повлияли на все аспекты жизни общества, включая правительственные учреждения, науку, образование, здравоохранение, связь, торговлю. Технологии не только дают нам возможность поступать по-другому, но влекут за собой и много новой работы. Мы в начале формируем технологии, а уже потом технологии формируют нас.

ЛИТЕРАТУРА

- [1] Delić, N., Informaciono-komunikacione tehnologije u obrazovanju, Banja Luka, decembar 2008.
- [2] Posdiplomski specijalistički studiji, Sveučilište u Zagrebu-Fakultet Organizacije i Informatike Varaždin, <http://www.foi.hr/pss/index.html>
- [3] Wikipedia, the free encyclopedia on Internet. Available on Web site: http://sh.wikipedia.org/wiki/Tehnolo%C5%A1ki_menad%C5%BEment
- [4] Novinski članak, karijera - „Geek u odijelu managera/IT management“, <http://www.ljepota.ba/detaljnije.asp?id=6941&naslov=Geek+u+odijelu+managera%2FIT+management>

CONTEMPORARY ARCHITECTURE OF ORGANIZATION

Bojić Bruno

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

Summary: *Modern management favors the idea of the border-free organization, an organization free of obstacles, the organization without the traditional horizontal and vertical limitations, the organization that should enable integration that is more effective and coordination of internal and external borders. Border-free organization is based on the concept of team organization and team management. Horizontal coordination is favored here, unlike other organizations where the model uses the vertical coordination between higher and lower hierarchical levels. Barrier-free organization represents a major challenge for managers, from which are expected to create flexible, porous organizational boundaries, the appropriate internal and external communication system and to create an organizational design that can respond to requests of hyper-competition.*

Key words: *contemporary organizations, organizational design, management,*

1. TRADITIONAL ORGANIZATIONAL DESIGNS

In designing of structures with the aim to achieve effective and efficient organizational objectives, a traditional organizational design is available to managers, which is actually an easy traditional, divisional, and functional structure, a structure that has every individual, its advantages as well as its weaknesses.

Simple structure of organizational design is characterized by weak process of grouping jobs and task, wide range of control, centralized guiding, and small level of formalization. Advantages of such structures are speed, flexibility, it does not create a huge expenses and it has a clear precise responsibility.

Functional structure of organizing design makes groups of similar or associated professions. Advantages of functional organization include saving due to specialization because it requires minimal increasing of the number of employees and equipment. Employees are grouped with others having similar tasks. As for the weaknesses of the functional structures, it is reflected by the fact that the managers do not have sufficient access to the work of the organization due to its isolation.

Division structure of organization represents structure composed of separate units - divisions. Its advantage is expressed toward the work and the results as well as expressed responsibility of manager for dealing of organizations. As for the negative side, these organizational structures is characterized by inevitably overlapping activities and use of their own resources which in certain extent increases costs of variable organization, and thereby reduce its efficiency. [1 p.241]

2. MODERN ORGANIZATIONAL DESIGNS

Organizational design is a model that reflects the elements in the organization, the form of interaction, the role of individuals in the executive and competencies in managerial processes. Organizational design expresses its design and features of the organizational structures.

A modern organization is leaving traditional hierarchical design because it is not adequate for more dynamic and complex environments with which the organization today face. Reacting to market requirements

concerning flexibility and innovation, managers find creative ways to structure and to organize work and creating of organizations that could be able to provide better responses to their customer's needs, employees and other organizational factors: [2 p.86]

Team structures. Inside of them, the entire organization is consisted of the working group or teams that perform an organizational work. It is unnecessary to say that giving authorities to employees is of great importance for team structure because there is no line of managerial authority from the top to the lowest level. Instead of that, the teams of employees have the freedom to create jobs in the manner in which they think is the best. However, teams are also responsible for all results of work and dealing in their fields and competencies.

In large organizations, team structure corresponds to what is usually known as functional or division structure. The organization provides efficiency of bureaucracy and flexibility ensuring by team. In order to improve productivity level, companies use inter-functional teams for the design of the new products or co-ordination of the main products.

Matrix structure is organizational structure that engages experts from different functional departments to work on one or more projects leading by managers of the project. Matrix structures are hierarchies set up based on various grounds, bringing the relativization of influence of a single hierarchical chain. Theoretical and practical starting point of matrix structures is possible to seek in project structures or temporary organizational products by organizational structures are mutually reinforcing with aim to resolve short-term and unique tasks. By definition the project is an isolated task for which for which a special budget need to be formed, a special working group, and for which the goal must be defined, and estimate expected duration of the project.

Speaking of functional-divisional, we distinguish following forms: functional-subjected matrix, functional-territorial matrix, and subject-territorial matrix. [2 p. 92]

Listed forms are different by the fact of starting dimensions matrix, and these dimensions are appropriate for the forms of functional or divisional organizations.

Matrix organizational form, although it is very interesting for practical use, has a list of positive and negative characteristics. The most important benefits of matrix forms are option to manage simultaneously with a great number of different projects, emphasis is on project managing and it enables quick reactions, effective usage of resources, and there are smaller conflicts in the management than with functional organization. [3 p.23]

Project teams are being formed, dismantled and re-formed in accordance with the requirements of the work. Employees are "joining" to project teams requiring their skills and abilities to project. However, when the project is finished, they move to the next.

Project structures are fluid and more flexible organizational designs. There is no departmentalization or strict organizational hierarchy, which would slowdown decision-making. In this type of structure, managers are assistants, mentors, and trainers. They "serve" their project teams by eliminating or reducing organizational obstacles and by insuring required resources to teams so they could do their job in effective and efficient ways. [3 p.25]

3. BARRIER-FREE ORGANIZATIONS

It is undisputable that concept of barrier-free organizations has contemporary organizational design, which is not limited by horizontal, vertical or external borders.

Jack Welch, ex-chairman of General Electrical, introduced this term, wishing to remove vertical and horizontal borders, to remove external barriers between company and its customers. At first glance, his idea acting strange, but many current successful organizations considered they are able to operate more efficiently in a major environment, and that for them is unacceptable not to have previously established structures.

For barrier-free organization it is more difficult to eliminate chain of command, to have unlimited span of control, and to exchange departments with teams that have authorities.

For vertical and horizontal borders to be eliminated, managers have access to virtual, network, or modular organizational structures.

3.1. Virtual organization

Non-hierarchical organization of independent organizations with independent way of making decisions regarding entering into network of virtual organizations with other companies to share raw materials, information, knowledge, technology, researches and development, products, and services.

Virtual organization is a model of new contemporary organization; its key features are forming of the joint chain between separate entities and distribution of information technologies to support business process. [4]

"Virtual organization is a geographically distributed organization whose members have common interests or goals, while they communicate and coordinate their work through information technologies". [5]

In virtual structure, certain abilities and managerial skills are required. Success of a virtual organization depends on the proper defining of the key competences, selection of a reliable partner, setting the joint vision and making decision on mutual strategic plan. [6 p. 227]

Virtual organizations can evolve from a one type in a second as long as one virtual project exists. The proposed classification of virtual organizations is divided into three groups. The first group includes all structures that start with living cycle of a virtual space for project. The other two groups correspond to evolution of a virtual space for project in later stages of life cycle project.

The project of virtual organizations may be decomposed to elementary activities for which the management system developing. Managing these activities, procedures and interfaces must be precisely defined, and for something like that large investments, time, and work are necessary. With rising of size and complexity, the system becomes inflexible. This is in contradiction with the main goal of the virtual organizations, and that is the ability to respond to changes rapidly. Compromise should be found harmonizing structure of management and size of the virtual organizations. Size of the virtual organizations as a rule should be adjusted to the length of the project's life cycle. [6 p. 232]

Phenomenon of the short-term structures of virtual organizations is characteristic mainly for one market. Such projects by their nature mostly can be decomposed in relatively independent subprojects. Most of them will be made with asynchrony activities and in coordination with partner. Formed structure must be easy and flexible. Managerial system of virtual organizations has control only of global activities that may be divided on the new sub activities as in fractal structure. The member of a virtual organization is taking care of activities.

Enlarged company connects together borders of companies and includes complex relations between companies, its partners, customers, suppliers and markets. Organizational aspects of extended companies may be presented as the globalization of exchange, collaborators, and partnership. The companies in enlarged company must coordinate their internal system (intra-organizational activities) with other systems in the supply chain and still must be flexible and ready to adapt to changes. [1 p. 248]

3.2. Network organization

Network organization is a new form of organization that is in close relation to the virtual organization. Everything that has previously been told for virtual organization, its characteristics, possible forms, the strengths and weaknesses is valid for network organization as well as the way of achieving relations among member of the virtual organizations. Network organization i.e., or interconnected company is a response to the complex and dynamic contemporary business environment.

Bearing in mind that the possibilities of entering and exit from the network are unlimited in essence, network organization are also called "barrier-free organization". The biggest number of network mainly has no formed organizational structure (although member of network, through different forms of partnership, can be structured with very low or mild hierarchy or shallow organizational structure).

Speaking of network organization, we mean network based organizational structures of companies, unlike the virtual organization, which encompass majority of network-based organizations – network of companies. In network organization, maximum reduction of managerial level (rightsizing) and informative connection between individuals and teams in an organizational network of companies are obvious.

For picturesque description of network structures most authors use "fishnet organization" made of many holes and knots. Knots on fishnet symbolically represent individuals or teams while threads represent communication-informative connections.

Such an approach enables organizations to be concentrated on what they know best to do and to transfer other activities to companies that can carry out such activities in the best possible way.

Every individual or team could coordinate the execution of its own task through a network with those in the network with which the execution of its task is linked. If you catch the net for some knot and you raise it (the job should be done, the project) the net itself establishes a hierarchy, and when the knot is released (the job, the project was conducted) the net is falling down so hierarchy disappears. Lifted net will last until the job is done (the project).

If you lift knot in some other place a new pyramid will arise, etc. Fishnet can have several hierarchies in one moment (lifted knots) which are temporary with different sizes and numbers of levels (a heterarchy is opposite to hierarchy).

Structure of the fishnet could be flexible – in one moment top manager could be subordinated to manager at lower position, i.e., subordinated could be immediate superior to its manager.

While the network within companies as closed by the rule, the network between companies, different legal entities, are open. Network organizations between various companies (specialized units) which are coordinated by market mechanism rather than chain of commands; we call majority of clusters or groups or cobweb of connected organization.

3.3. Modular organization

The modular organization is a network of organizations gathered around joint mission. One organization has dominant position and coordinates the work of other organizations in the network. Management of main organization decides which activities will be dislocated outside of the borders of its own organizations and give up to each other. Main criteria for giving up of certain activities to other organizations are the efficiency of delegated activities and preserving of their own essential competence. The concept of modular organization provides main organization to achieve high level of new values with minimum of invested capital, thanks to possessing specified knowledge and skills that can be realized into acceptable products or services. [9]

The concept of managing knowledge in side of modular organization could be very useful for affirmation, but it could be fateful for central organization if it is not carried out in accordance with principles. Central organization connects partners thanks to possession of a specific knowledge that can be valorised on the market. This knowledge is contained in the fundamental competence and it must be codified in some way and partly distributed to other partner organizations so the module could be functional. The concept of knowledge management is basically a network of organizations, and modular too, but unlike the others it requires less efforts. The mere possibility that their own knowledge that provides competitive advantage could be given to others in the explicit form carries a very high risk. That is the state of art of knowledge management in modular organizations - to distribute to others just as much knowledge as it is necessary for successfully operation of the network, while saving necessary knowledge to preserve competitiveness. An additional problem in modular organization is that dislocating of codified is being conducted, i.e. explicit knowledge that is much easier to "steal" rather than implicit knowledge. Because of all this, reliability of partners and mutual trust play a significant role in modular organization. [7 p. 135-139]

3.4. Learning organization

The concept of learning organization does not include specific organizational design but describes organizational mental structure or philosophy that has significant implications of design.

Learning organization encourages continuous learning and knowledge generating at all levels as a process of conscious transformation that is taking place at all levels. If you define knowledge management as a collective knowledge, then we include experience, skills, data and information of an organization. Collective knowledge also includes knowledge involved internal knowledge and knowledge that is selectively collected from external sources to improve the organization. [8 p. 140]

That is an organization with developed ability to learn, adapt and change, where employees manage knowledge in a form of constant adopting and mutual exchange willing to apply that in making of decisions or while performing their business. [9 p. 39-42]

Peter Senge introduce five "learning disciplines": [10 p. 62-68]

- 1) Personal Mastery
- 2) Mental Models
- 3) Shared Visions
- 4) Team Learning
- 5) Systems Thinking

According to David Garvin [11 p. 78] an organization is aimed toward the creation, gathering, and transfer of knowledge and modifying of its behaviour in order to come to a certain knowledge and vision. Almost all companies have its own way of using knowledge management.

Knowledge management is a strategic application of the collective company knowledge and know-how for creating increasing of profit and market share. Property or the value of knowledge (ideas, concepts, know-how) are creates by computerized collections, storage, allocation and targeting of corporate knowledge. Advanced technologies enable researching of corporate awareness to create new products based on knowledge. If the knowledge is used in a strategic way, than it makes pure profits. [12 p. 18]

Arian Ward gave the initial basis of organizational knowledge in the categorization of internal and external factors that are integral parts of management knowledge. Knowledge management can be as simple as there a list of recognized experts, or possibility to communicate with one of them to find the best possible solution.

Knowledge management is the ability to get information that will enable everyone in the organization to make the best decision in a relatively short time, whether those are conditions in the market, products, services, processes, planned activities of competitors, or other information important for the success of the company. [13 p. 57]

4. RESUME

Barrier-free organization is a major challenge for managers. People expects from them to create a flexible, porous organizational boundaries and appropriate internal and external communication system. Activities of enterprises are grouped according to similarities, but they are not clearly separated by borders.

A new organizational culture changes management-employee relationships, encourages innovative companies and changes in relationships with other companies, institutions, and consumers. In the barrier-free culture, confidence, reliability, ability to adapt, and adopting the principles of democratic organization are valued. In order to be accepted, barrier-free organization suggests to managers to innovate the system of rewarding and incentives, and suggests a training program that should help employees to understand and accept the principle of more democratic organization. It is known fact that people having difficulties to give up what they practiced for years and slowly getting the new, because of simple reason that acceptance of something new include learning. We could say that is necessary to focus efforts on improving relations with existing and potential companies.

Barrier-free organization is used as a way of getting out of difficulties, which arise either because of pressure from the environment, limited resources, or incompetence. We suggest to crisis managers "strategy for recovery" needs to be based on value chain analysis to examine the possibility of adopting elements of modular, virtual, and barrier-free organization. This means that the company should to dislocate some of activities from its value chain to reduce costs and increase quality; to engage simultaneously in many alliances to secure access to new technologies and/or new markets; to "shatter" boundaries within the organization in order to increase flexibility. We have seen that contemporary organizations insist on knowledge, on the value chain study, on inter-organizational learning in order to realize the abilities of the companies. Contemporary management confronted with challenges of the surrounding and the difficulties reveals a new architecture that is worth to know.

REFERENCE

- [1] Robbins, S. I Coulter, M., Menadžment, osmo izdanje, Data status, Beograd, 2005, ISBN 86-7478-016-4
- [2] Boyle, M. : "The Really Really Messy WiFi Revolution," Fortune, 2003.
- [3] Hummer, M., Staton, S.; „How Process Enterprises Really Work“, Harvard Business Review, 1999.
- [4] Palmer, W.J.; Speier, C. (1997): A Typology of Virtual Organizations: An Empirical Study, AIS
- [5] Ahuja, M.K.; Carley K.M. (1998): Network Structure in Virtual Organizations, JCMC 3 (4) June 1998.
- [6] Martinez, M.T.; Fouletier, K.H.; Park, K.H.; Favrel, J. (2001): Virtual enterprise – organization, evolution and control, Int. J. Production Economics 74, 2001.
- [7] Sanchez, R. : "Strategic Flexibility in Product Competition," Strategic Management Journal, vol. 16, 1995.
- [8] Stefanović, Ž. Petković, M. Kostić, Ž. Organizacija poduzeća – teorije, strukture, ponašanje, razvoj, Ekonomski fakultet Beograd, deseto izmjenjeno izdanje, 2000. ISBN 0352-57320315125M
- [9] Stojanović, V., Ekonomija usluga, Međunarodni Univerzitet APEIRON, Banja Luka, 2008, ISBN 978-99938-29-72-0
- [10] Peter M. Senge, Peta disciplina, Adizes MC, Novi Sad, Sr.; 2003. ISBN-13: 9788676680047
- [11] Jeremy Hope, Tony Hope, Competing in the Third Wave -The Ten Key Management Issues of the Information Age, Harvard Business School Press, Boston, USA, 1997.
- [12] Amy Zuckerman, Hal Buell, : „Is the World Ready for Knowledge Management“, Quality Progress, USA, June, 1998
- [13] William Shockley, : „Planning for Knowledge Management“, Quality Progress, USA, March, 2000.

MULTIDISCIPLINARITY IN EDUCATION AND TRAINING OF MANAGERS AS A CRUCIAL CONDITION FOR SUCCESSFUL APPLICATION OF NEW TECHNOLOGIES IN MANAGEMENT

Bosanac Draško, Jerotijević Zoran

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** Educated and trained managers are one of the important assumption of application of new technologies in management. The assumption of necessary level of their education and training for management in certain profession is multidisciplinary of the educational programme and process. In the first place, this refers to education and qualification of educational manager or a „pedagogical manager“. Scientifically grounded and developmentally flexible programmes of higher education institutions, which respect dynamism in their teaching approach, even unpredictability of social and technological changes, which working methods are multidisciplinary and interdisciplinary, experience-confidential, are the condition for making a high quality pedagogical management. This kind of management will teach and educate competitive managers for different areas of socio-economic activity. In the Republic of Serbia there is a remarkable discrepancy between formal education and real professional ability of managers. In other words, there is no serious selection when managers are chosen, especially not in the public sector.*

***Key words:** Multidisciplinary in education and training, interdisciplinary, innovativeness, pedagogical management, selection of managers.*

1. MULTIDISCIPLINARITY IN EDUCATION AND TRAINING OF MANAGERS AS AN OBLIGATORY CONDITION

One of the important assumptions of new technologies application in management are educated and trained managers. Problem setting of work includes, first of all, recognition of the necessity of achieving a high level of education and qualification of managers, which is possible only by multidisciplinary approach to education, first of all „educational managers“, and then managers for specific specialities. Another conclusion in problem setting of work is a consequence of critical reconsideration of accomplishment of the first conclusion in practice, which can be seen in undereducation and underqualification of managers of some sectors in Serbia, that can be easily established by simple insight into bad situation in those sectors, as well as outside the reasons of market and recessive business terms. Undereducation and underqualification of some of the managers are even more emphasized by professionally unobjective selection in which political and interest criteria dominate. This issue is the sphere of our author's interest in this work, as much as the purpose and technical restrictions of work production allow.

Constant challenges of technical development and dynamic market events require trained and structured managers who are, in their management business, able to quickly and rationally adjust to continual changes of business conditions and circumstances. Having in mind the fact that „a society is a complex, dynamic,

changeable and heterogeneous community of people“¹ every inertia of the mind and intellectually belated response of managers in any sector, result in cruel stroke of competitiveness, which is advantageous, if it is ready to timely respond to newly developed situations and changes which come without notification and are hardly recognizable in their pre-apparent forms and stages. The consequences of turbulence of recessive and overall market events, which, in some parts of the world, transform into „pre-bankruptcy“ of whole countries, and which are multi-stipulated and complex in their forms, competitiveness and ruthless fight for profit, that only high quality managers can amortize and overcome, and whose ability is grounded on multidisciplinary education which enables recognition and interpretation of general and specific appearances and relations in all segments of society and profession.

The application of new technologies in management can be successful only if in practice managers are a confirmed product of multidisciplinary education which is implemented by institutions which organization of presentation of knowledge must be on high professional and scientific level, experience-confirmed methodological approaches. It is a question of development of management for education, which is the condition without which there is no quality of other types of management. Scientifically grounded and developmentally flexible programmes of higher education institutions, that in their approach take into account dynamism, even unpredictability of social and technological changes, which working methods are multidisciplinary and interdisciplinary, experience-confidential, they are the condition for creating pedagogical management, that will educate managers for different areas of socio-economic activities. In the study programme of Management for education-master studies of the Centre of management for education, Association of Centres of Interdisciplinary and Multidisciplinary Studies and Developmental Research-ACIMSI, the University of Novi Sad, it is emphasized that it is a matter of „interdisciplinary study which objective is to provide knowledge about pedagogical management related to: different approaches of planning, organization, leadership, control, human resource management, influence and motivation of the employed in different educational organizations, from pre-school institutions, via primary schools, high schools, cultural institutions, to higher education institutions in different forms of informal education and continual development and learning.“² Such and similar educational programmes for managers make a basis for formation of the type of managers who are able to make visions of activities in a profession, to adjust themselves to dynamic changes in technology, market, overall social relationships, to choose the right operation and development strategy of methodological approaches, to make efficient and rational moves, to act individually, with a strength of a complete personality, but also to be capable of organizing team work in which the individuality and initiatives of team members will not be uncritically disregarded but will make decisions which are the most optimal in their executive forms, which knowledge market objectively verifies.

Qualification for the above mentioned operation of managers requires the knowledge of different educational and scientific disciplines, which enables recognition and qualification of concrete business situations, that require appropriate responses. In order to create a manager with mentioned qualities in any sector, it is supposed that there also exist institutions and individuals that will offer the necessary knowledge and convey their practically confirmed experiences about the studied issues. That educational manager or, in other words, „pedagogical manager“, must have a function of a „visionary, strategist, creator of educational development politics, a builder of working culture, interpersonal relations, adviser, integrator, mentor, leader and a person who successfully solves crises and issues in educational work“. The characteristics of „educational manager“ should be conveyed to the managers of universal operational nature and to the managers of certain specialities. This „transfer“ of knowledge and practical experiences is not simple-it is burdened with variety of problems. One of the evident and commonly present problem is the issue of „educational transfer of knowledge and the suppression of developmental potential of an individual“.³ Adequately educated and trained managers can meet the needs of management as a „process of organization planning, guidance and control of the work of organization members and the use of all available resources of the organization in order to achieve the most significant objectives“⁴

Managers in education are a determinant and an educational garant for creation of managers of necessary qualification, knowledge and skills in particular areas of engagement of human resources. Managers in education who sovereign dominate the educational process will be able to convey important characteristics and the rules of modern managerism to future managers whom they educate and train, which includes: making a vision of development of issues they deal with, concept of a series of strokes in every business-management situation, the ability do make a quick, rational and efficient decisions, to adjust the qualities of individual and team work of associates and organizationally subordinate executors, and also to motivate them

¹ Višeslav Krsmanović, „Sport Sociology“, Belgrade, 2006., pg.7

² Available on web site: <http://www.ns.ac.yu/sr>

³ Slavko Kulić, Institute of Economics, Zagreb. Available on web site: <http://www.svanconsulting.com>

⁴ Gojčić, S. „Management“, CPU, Ljubljana, 2003., Edite Kastratović, „Introduction to management“, Belgrade, 2006., pg. 82.

for achieving optimal results in performing their functions. The presence of these elements of managerial activity should have a successful work of the collectivity directed by the manager.

As far as management in higher education is concerned, there is a presence of its transformation in many countries, and even its possible adjustment in wider European regions. Multidisciplinarity of teaching programmes of higher education institutions which deal with creation of educational managers is expressed in every occurring form of operation and is practically unbounded, in the sense of application of new knowledge. The UNESCO department for management in higher education develops its own activity within national educational institutions, with identical approaches to key settings of educational management.⁵ Without exceptions, in this activity the influence factors on educational management in general are emphasized, first of all having in mind multidisciplinarity of research by establishing a constant global communication and the transfer of knowledge, constant education („life-long learning“), spreading of higher education and alike.

Numerous institutions in Europe are connected to higher education, which also refers to the education of managers (EAIE-European Association for International Education, South East Europe Education Cooperation Network, European Science Foundation, Society for Research into Higher Education, Academic Cooperation Association etc.).

Apart from standardized approaches to management in education, based upon mentioned principles, there are also some specific approaches which can represent an innovative contribution but can also have as an aim only publicity, without any essentially new solutions and course of action in the management of education. In „Education for managers“- the model for qualification of first-class managers by the *universal model of excellence-UME*.⁶ is about a programme which is dedicated to accelerated training of managers for acquisition of skills which can not be obtained in standard formal education, but „which ensure the excellence of individuals in any problems“. There are no more exact perceptions and experience cognitions about the success of education of managers by „the universal model of excellence“, but we emphasize it as an example of an effort in searching new and different ways and methods of qualification of first-class managers.

Taking into account rapid development of technology and engineering, encouraged by the development of information and communication technologies, which caused the need for more distinctive interdisciplinarity and multidisciplinarity of science, the need for systematization of knowledge for mastering more and more difficult technological and business changes, within the framework of Center for Interdisciplinary and Multidisciplinary Studies and Developmental Research, CIMSI of the University of Kragujevac, doctor studies were founded and defined for the department: management of new technologies.

A Center for European Education in Zagreb, the Republic of Croatia,⁷ bases its educational process on „the principles of internationality and european cooperation, knowledge orientation and with an orientation towards practice, interdisciplinarity and excellence“. It is about a cooperation among the experts of different disciplines and areas „from the area of pedagogy, psychology, sociology, politology, linguistics and science of literature, information technology science, european politics, educational management and school practice, in other words, from different fields of educational practice“. It is also important to emphasize the multilingualism as a crucial element of manager's abilities, which can provide him with advantage over a competitive manager in particular situations.

2. MULTIDISPLINARITY IN EDUCATION AND TRAINING OF MANAGERS IN PARTICULAR AREAS AND SECTORS

Multidisciplinarity in education and training of managers in general, which has been explained in its basic elements in the previous part of this work, will be perceived in the context of education and training of managers in particularities of some areas and sectors.

The educational process of Faculty of Management of small and medium enterprises in Belgrade is oriented towards achieving an objective of education of small and medium enterprises-„the total theoretical and practical training of students for work in small and medium business“.⁸ In the practical application of adopted theoretical knowledge there is a cooperation with branch organizations and economic entities and there is also a continual exchange of experiences from practice.

⁵ „The management of the University of Zagreb, as well as of any other complex organization, requires a high level of qualification in several interconnected areas as organizational culture, strategic planning and decision-making, human resource management, financial management, social and communication skills and administrative skills“. Available on web-site: <http://www.unizg.hr>

⁶ Available on web site: <http://www.cognita.hr>

⁷ Available on web site: <http://www.lecee.eu>

⁸ Available on web site: <http://www.fmmssp.edu.rs>

An educational plan in trading companies particularly emphasizes the importance of professional training of managers and it consists of four levels. The management intended for a high level, then, medium level of business and for immediate management. There is an obvious attempt to make a grading of managers in relation to the nature of business they are to carry out in a concrete collectivity-a system and to adjust the educational programme and training of managers to the function of managers. It is about specialization of managerial job, which is a precondition for successful management of processes for which a manager is competent. Each segment of trading process is included in presupposed behaviour and operation of particular executor, especially managers.

Agriculture is also an area of socio-economic branch, where the influence of quality managerism is crucial, especially in underdeveloped countries and in countries in transition. The presence of management in agriculture, which will dispose of multidisciplinary knowledge „from natural and technical, over sociological and psychological to the concrete application of practical economy“⁹, is therefore necessary and its absence is obvious. „Family households will ask for the services of managers in agribusiness.“ Along with such trained managers, it is necessary to raise the level of qualification of other executors in agricultural branch, since „in EU a farmer must have a certificate of professional qualification if he intends to do a commercial business“.¹⁰

Multidisciplinary in education and training of managers is also very important in sport, where sport managers should acquire knowledge from the whole series of educational and scientific disciplines. „The aim of education is acquisition of total competences of a sport manager that is accomplished in management of processes in sports organizations by applying managerial procedures, techniques and skills.“¹¹ Apart from economic educational contents, other scientific disciplines are studied (business communication, environmental protection, sports law, management of human potentials, management of sport and tourism, etc.).

„Sport management provides operation of the whole system of sports organization, leading it from one lower into desirable higher position, with dominant consideration of general aims of sports and sports organization, highly evaluating all human and positive attainments, included in the theory and philosophy of sport“.¹²

3. COMPETITIVENESS AND SELECTION OF MANAGERS IN GENERAL AND IN THE REPUBLIC OF SERBIA

In the competitiveness and selection of personnel the decisiveness of the employer's choice is, as a rule, determined and dependent on the level of education and qualification of managers, where the managers who are multidisciplinary educated generally have the advantage in the assumption of management of particular collectivities. Further confirmation of education and training of managers takes place in the conditions of new circumstances of operations and business. The fight for quality managers and executors of necessary qualifications in the terms of market economy is cruel.¹³ In the competitiveness of managers of similar quality, the dominant will be the ones who will, in certain moment and under certain circumstances, make more innovative decision, and whose managerial skill will be more outstanding in practical solutions. „Innovative decisions are based on determination of unknown and unusual problem which requires making single, unique and, first of all, creative decisions. This kind of decision-making requires the introduction of new ways and methods, such as systematic innovation and accidental discoveries and inventions“¹⁴ In order to reach an innovative decision „it is necessary to do something else, something that has been never done before, more concrete, to create novelties, in order to be a unique person without competitiveness, even just for a moment“,¹⁵ however, it is necessary to immediately be ready for further, continuous reaction, additional newer solutions in case the competitiveness transcend the previous innovative decisions.

In the Republic of Serbia it is possible, even by superficial insight into a situation, to determine the presence of a remarkable discrepancy between the formal education and concrete professional qualification of managers, in other words the absence of any kind of serious selection in choosing of managers, especially in

⁹ Available on web site: <http://www.poslovni.hr>

¹⁰ Božica Babić, „Business Diary“, Zagreb, 2007.

¹¹ „Aspira“ College of Sports Management Split, Croatia. Available on web site: <http://www.aspira.hr>

¹² Dragan Životić, Management in sport, Belgrade, 2007, pg.11

¹³ „Personnel and their potentials become the decisive factor of competitiveness and organized success. The fight for experienced managers, quality experts and young talents becomes the toughest and the most inconsiderable form of competitiveness, so strong and obvious that, even now, it can be considered as one of the key determinant of the 21st century“, Živko Kulić, Aca Marković, Fundamentals of Human Resource management, Belgrade, 2009, pg.1

¹⁴ Kastratović E., pg.82

¹⁵ Životić D., pg.15

the structures of government and the institutions that the government representatives cover as the executors of particular managerial jobs (government bodies, ministries, agencies, funds, services etc.). It's often about younger formally educated personnel (often abroad), who are not qualified for jobs they do and without enough necessary experience, whose selection for important managerial and leading functions is politically motivated, through some party affiliation or coalitions in power. The division of management functions is mainly guided by the criteria among which the necessary education and training for doing particular jobs are the most important requirements and professional recommendations.

Uncritical and unprofessional selection of personnel strongly generates the already present deep crisis the country is in, in majority of segments of life. This will, along with the effect of the recession in the whole world, cause more permanent unfavourable consequences on the living conditions of citizens. The selection of managers in public sector should be based on objective measures and criteria of education and qualification. In order to provide professional and objective selection measures and criteria there should be competitive selectors. However, even here it is obvious that there are no real experts, with prevailing "know-all", who often have very limited intellectual skills, but possess levers of important decision-makers, even the whole strategies. From the point of qualification, personnel selection often results in a comic procedure.

Educated and trained managers are needed, first of all, in education and also at all levels of decision-making in the whole of social activities, public decision-making, and especially in economy. Without wider support of new skilled managers it is very difficult to maintain the quality of those managers who have confirmed their skills and qualification in practice, and who are proved to be experienced, skilled, creative, innovative and a step ahead of everyday events in their professions.

4. CONCLUSION

One of important suppositions of application of new technologies in management are educated and trained managers. Permanent challenges of technological development and dynamic market events require qualified and structured managers who should quickly and rationally adjust to constant changes of conditions and circumstances of business in doing their managerial jobs.

The application of new technologies in management can be successful only if in practice managers represent a confirmed product of multidisciplinary education implemented by institutions which organization of knowledge presentation must be on a high professional and scientific level, including experience-confirmed methodological approaches. What comes into question is the development of management of education, as the condition without which there is no quality management nor other types of management. Scientifically grounded and developmentally flexible programmes of higher education institutions, which, in their approach, take into consideration the dynamics and unpredictability of social and technical changes and which working methods are multidisciplinary and interdisciplinary, experience-confidential, are the condition for creation of pedagogical management that will educate managers for different areas of socio-economic operations. The best features of „educational managers“ should be conveyed to the managers of universal operational character and to managers of particular specialties.

As far as management in higher education is concerned, there is a transformation of such management in many countries, and even its possible adjustment in the wider European area.

In the Republic of Serbia there is a remarkable discrepancy between formal education and concrete professional qualification of managers, in other words there isn't any serious selection of managers, especially in the government structure and institutions which the government representatives cover as the executors of certain managerial jobs (government bodies, ministries, agencies, funds, services etc.) Educated and trained managers are, first of all, needed in education as well as at all levels of decision-making, on the whole of social activities and national decision-making, especially in economy.

REFERENCES

- [1] Babić, B., Business Diary, Zagreb, 2007.
- [2] Gojčić, S., Management, CPU, Ljubljana, 2003.
- [3] Kastratović, E., Introduction to Management, Belgrade, 2006.
- [4] Krsmanović, V., Sociology of Sport, Belgrade, 2006.
- [5] Kulić, S., Institute of Economics, Zagreb. Available on web site: <http://www.svanconsulting.com>
- [6] Kulić, Ž., Marković, A., Fundamentals of human resource management, Belgrade, 2009.
- [7] Životić, D., Management in sport, Belgrade, 2007.
- [8] <http://www.ns.ac.yu/sr>

- [9] <http://www.poslovni.hr>
- [10] <http://www.aspira.hr>
- [11] <http://www.unizg.hr>
- [12] <http://www.cognita.hr>
- [13] <http://www.lecee.eu>
- [14] <http://www.fmmsp.edu.rs>

ELECTRONIC BUSINESS IN THE POSTAL SECTOR

Branković Biljana¹, Pavlović Marko²

¹Faculty of Organizational Sciences, Belgrade, Serbia, biljanica@ptt.rs

²Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,
pmarko2003@pr.rs

***Summary:** Contemporary technologies undoubtedly provide big changes in the business relations. They have major role in publishing businesses along with decreasing costs and simultaneously exploring new possibilities. Postal organizations as participants in society development accept new technologies, modernize traditional services, and introduce electronic way of business, in order to satisfy the customer.*

***Key words:** e-business, mail traffic, post, internet*

1. INTRODUCTION

Contemporary society surely is characterized by development of digital and telecommunication's technology. Precisely that is one of the reasons for appearance of electronic business.

Electronic business present system of execution all or part of elements of business activities on electronic way. Any business transaction has been executed on electronic way between sides included in the economic process. And to process the business transaction on electronic, few preconditions are necessary: uniting enterprises in process of cooperation through networking connections of Internet.

Therefore we might say that electronic business is complexed phenomenon because developed contemporary technology enables interactive exchange of rich content informations anywhere, anytime, anyone who is ready to accept that kind of informations. Electronic business affects all organization, while demanding its restructuring and revision of integral information's flow, while using new technologies.

Current global processes demand universality on all levels of society, simplicity, availability with significantly decreased transition costs, increased networks and fast coordinations. Traditional way of business demands new business models in order to satisfy these demands.

Electronic business was changed on the same way as Internet. On the beginning Internet was only used by companies, exclusively for own presentations, but nowadays it is not sufficient. It is started with thinking about offering goods and services, and the companies moved to catalogs, and afterwards started with first e-mail deliveries or electronic forms, what at last provided the development of new business models of legal and physical persons and legal entities between each other – B2C, i.e. B2B.

E-business provided improving of speed and reaction of society on global changes, distance stopped being critical factor in the business. By expanding the e-business, various internal business models are being developed too.

2. E-BUSINESS POSSIBILITIES

Business model concept of new economy supports on the assumption that managers in the new economy respect the influence and role of internet technology on business modelling and at most try to use the opportunities and potentials that can occur using those technologies.

Internet services and development of modern technology impose global standards, in social sphere and also in business domain. Presence on Internet is more important and necessary, because all social and business actions are processed much faster and effective through some Internet service. Internet business is very important way of every business subject, because Internet market presents zone in which most often there are no limitations as imposed by classic business (activities connected to geographical area). Business subject is positioning and conquering the classic market, but in the same time certain means and resources must be invested in order of positioning on the Internet market. Namely, use of services and possibilities that Internet offers affects on decreasing differences between developed and countries in development, giving opportunity to the companies from the countries in development or in transition to equally participate in world economy match. Mentioned positive changes in business present motive for more Serbian companies, which understand the business potential and chances given with Internet, with engagement of own intellectual potential to try overcome financial, organizational and law legislative disadvantages comparing to companies from other European countries. That is why necessary domestic companies, paralelly with constant development of Internet, proportionally develop also its uses, analysis of results and optimization of own appearance, what requests constantly adopting knowledge needed for successful usage.

2.1. Internet usage in e-business

According to results from American company Forrester Research, global number of Internet users will significantly increase in the next few years: in year 2013, 43% Internet users will be coming from Asia, and 17% of which will come from China. This prediction will put China on first place by Internet usage, i.e. in the near future USA, India, Japan and Brasil will be following behind.¹ However, most of Internet editions will remain in Europe, USA and the other developed Asian countries, but procentual relations of users will be most probably changed.

According to results from Republic Institute for Statistics, „46,8% of households in Republic of Serbia posses computer, what is 6% increase comparing to 2008, 12,8% increase comparing to 2007, and 20,3% increase comparing to 2006. Computer usage in the households varies, depending on the territorial unit: in Belgrade is 59,8%, in AP Vojvodina 46,1%, in central Serbia 41,3%. In Republic of Serbia 36,7% of households possess Internet connection, what makes increase of 3,5% comparing to 2008, 10,4% comparing to 2007., and 18,2% comparing to 2006. Results show that 97,8% of companies in Republic of Serbia uses computer in own business, what is increase of 0,1% comparing to 2008.

Computer usage is the biggest in the big companies (companies with more than 250 employees) and medium companies (with 20-249 employees) and is 100%, while the usage in small companies (10-49 employees) is 97%. Computer usage in the companies varies depending on the territorial unit: in Belgrade is 98,5%, in AP Vojvodina 98,2%, in central Serbia 96,4%”²

2.2. Importance and role of mailing sector in society development

„On central post office entrance in Washington (USA) there is sign which contents introduces with meaning and role of post and postal service in the society. Free translation of the sign means following:

Post is:

- consciousness carrier and knowledge of human`s mind,
- means for material and cultural goods exchange,
- peace and good will supporter among the people and nations,
- sympathy and love courier,
- mediator among separated friends,
- soother of lonely and sorrowful souls,
- connection among separated families members,
- joy reflection of society that we live in.“³

Therefore, post and postal traffic are important factors in every individual`s existence, in society development of any area or ancestry of human civilization or culture. Through its activity and organization, post as a barometer indicates all numerous manifestations of human communities, societies and individuals. It is actor which is embedded in every pore of social life, so at first we say that postal activity is old as the civilization, developing same time with the product forces of the society.

¹ <http://www.personalmag.rs/tag/forrester-research/>

² <http://webzrs.stat.gov.rs/axd/dokumenti/ict/2009/IKT2009.pdf>

³ Nikola V Gulan, Organizacija i eksploatacija poštanskog saobraćaja 1, Belgrade, year 1982

Nowadays it is not so many that are not using at least one of the many postal activity services. Dominant requests of our era in satisfying needs from the political, social, cultural and economic people life areas and the everyday's needs for communication from any kind, puts in front of the post many tasks.

Contemporary role and task of postal sector is integral value of many factors, which the most important are:

- speed in executing postal services by using contemporary information technic and mail traffic scientific organization,
- business on economic principles in every process of the labor,
- implementation of rational organization with high degree of productivity and labor humanization,
- implementation of postal traffic optimization.

Assessing the post as important factor in state economy, we will primarily put its role of high technological-technical system, which provides informations for accelerated business correspondence flow circulation, what objectively provides general increase in business efficiency and whole business system functioning.

2.3. Electronic business in Post of Serbia

The enterprise Post of Serbia is oldest post operator for organized transfer of postal shipments. First post office in Serbia is opened June 7, year 1840, in Belgrade, and up to date, almost 170 years, successfully exists on the service market. Postal service sector is of insignificant importance for the economy of Serbia, because it makes in average almost two percents of bruto domestic product and employees 0,6% of all employees. Sector of postal services affects on communications market, announcements and transports in positive correlation.

Prediction of further movement of postal services volume on Serbian market from current perspective is hard to do. Electronic mail will replace greater number of accounts and reports sending, mostly telecommunicating and financial institutions, as well as the majority of personal and business communication. On the other side, increase of B2C interaction, through various programs of clients loyalty, catalog sale and increased direct company's marketing activity, will initiate additional level of postal services. Meaningfully changing is the structure of market. Some segments will significantly grow, e.g. specialized solutions for different clients in the terms of safety, services corectness and linking to other media, as further development of direct mail. Market grow will be supported from the offer's side: traditional chain of postal services values will permanently stratificate and expand in connected activities, such as preparation of deliveries, deliveries contents design, printing and packaging, and the new services will create additional demand. As the world practise shows, and also will be shown on the Serbian market, biggest innovation carriers on the market are its postal operators. That process is initiated by liberalization of world postal market, and continuation of that liberalization on Serbian market will affect that practice more than technology development or other factors.⁴ Postal sector nowadays is confronted with big competition of new technologies based on informatics and telecommunications, as well as with total uncertainty in aspect of further postal services growth.

On XXIV World Postal Alliance Congress, held in Geneve, is defined postal strategy based on ideas of strategic process planning, economy promotion and social development. Strategy predicts set of activities that will improve postal services quality and postal network efficiency. One of the goals is also stimulation of growth through use of new technologies.

Fig. 1 presents the Post with its surrounding, affecting its function and role in social relations, no matter it is about the user or business organizations. Also, Post has its internal surrounding, which is very important for summary assessment of the business process.

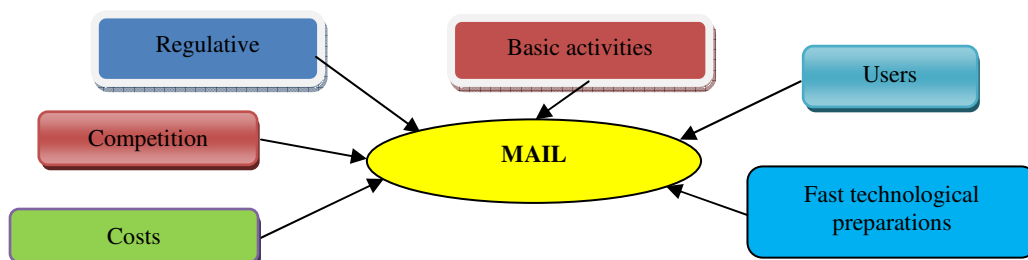


Fig. 1 The post and its surrounding

⁴ Strategic plan for period 2010-2012, JP PTT traffic of Serbia, year 2009

Analysis and predictions in surrounding are important for every enterprise which is not reacting under pressure, but changing in accordance with its surrounding.

In the mentioned purposes framework, obligations of members Government, public postal operators, alliances and steady bodies of UPU, as well as members in goals realization will be specially processed with action plan, are defined by Strategy. Emphasis is put on the following:

- international financial institutions to increase their support to the postal sector in order to strengthen their role in economic development of the country;
- public postal operators to process with transformation in companies competitive on the communications market, and the capable one to provide quality universal postal support to population in general;
- regional units to provide all necessary help to their members in realization of postal reforms.

Positioning and increase of Internet business activities present necessity and need. Post of Serbia is trying to respect the golden rules of the new economy:

- Speed-up everything you do
- Link everything to everyone
- Make untouchable grow faster than touchable
- Embed product in every service and service in every product
- Individualize every product or service
- Anticipate needs and desires of customers
- Gather informations from every transaction
- Include emotions in every business aspect
- Be small and great in same time
- Accept new rang;-list of values: intellectual property, financial property, physhical property
- Always innovate and change
- Share informations with everyone
- Value the company by the possession of intellectual capital, and not by its size
- Always study
- Delegate authority and power on “periphery”
- Create standard and impose it to the others⁵

Half of Serbia is adequately trying, on World postal union recommendations, to introduce and implement new trends in its business in order to become competitive on the postal services market: in the last decade, innovatively contributed to the improvement of its services. Despite the economic crisis, Post of Serbia in 2008 has implemented electronic postal service - postal order, which is universal service of postal operators. So modernized postal order gains on weight especially for the legal persons, that can create by Web Site their electronic listings for delivery and in the same time process electronic payment for this service.

Caring for own customers, Post of Serbia enabled also money delivery by Western Union transfer, what was not possible for these services in the country. Also this service of sending and receiving money is automatized in the existing informatics resources.

During 2008 Post of Serbia has realized project *“Devices for postal users self-servicing”*, implemented in two phases and are only devices in Serbia which provide service of paying some bill by bar-code. In order to present all those services on its portal, www.posta.rs has enabled access to valuable informations to its users.

New PostTIS project of contemporary technological network which will be implemented, will contribute to further automatization of all services in the post and is necessary to link that system to internet and web portal, in order users to have comfort in aspect of postal services usage. Namely, the users don't have to wait long queues to finish some service, but can all be finished by simple connection and software use, provided by Internet communication tools, and furthermore and implementations on the mobile devices too. All that is finalized by digital certificate, that provides users safety in the business.. Technology, especially the informatics, is very frequently used, and the users don't have a need to spend their valuable time waiting in queue. All that time is passed, and that is why the Post of Serbia must think fast and follow contemporary users.

Besides traditional services, which are successfully modernized or will soon in the near future, according to World postal union requests, Post of Serbia must develop a model of e-business, which will enable to o business on market as equal business partner. E-business would enable also as E-Post project to develop model B2B, which is important on the global market. Postal services are accessible to all users, but would also be closer to the business partners, in a sense to ease correspondence with the clients; post would make a model of business communication offering rang of their services.

⁵ Prof. dr. sc. Željko Panian „Bogastvo interneta“

Electronic business cannot be complete if electronic payment is not existing. In order to enable this service, cooperation with banking sector is necessary. However, it is still low level of financial transactions because of fear of fraud. Also, there is users problem which have not open account in a bank, what means that they cannot process with online payment transactions.

All these are services which enabled post to make business on market foundations, globally to be in business communications network, what is necessary condition. Big postal operators such as American, Canadian, Indian posts already offer all these services on their accessing channels, and Post of Serbia as a member of World post union should only connect with all these great postal alliances, what is one of long-term purposes of postal industry liberalization.

2.4. World economy crisis influence on postal electronic business and challenges bringing

However, world economic crisis slows the realization of goals from the Strategy brought. There is real danger that slowing of global economy will, in certain range, initiate the companies in the business segments in the ones that is not only necessary, but even counterproductive, excessively control the costs. That access will contribute to losing consciousness about importance of continuing investments in innovations and people. Because the fact is that in every economy innovations are basis for creating new business opportunities, successes and new values. Only companies continuing with investments in innovations will significantly overwhelm hard economy periods and in the same time create fertile soil for fast growth when the conditions will improve.

Global market entered in period when companies and individuals meet with new economic challenges. In the same time, that is a time in which the key technological trends, such as powerful machines and devices, new ways of connecting people and informations exchange and ways that mankind is using computers in our lives, mutually connecting, melting and interwoven, exchanging basic concepts of computers usage in our homes and our working places. Only the ones with sufficient sense for mentioned trends will take a step forward, reshape their processes and of few ner and innovative technologies, products and services to the clients. Only that ones will succee and secure meaningful competitive advantage towards their rivals – as of nowadays and the future years too.

3. CONCLUSION

Business models stated to change, thanks to electronic business. In that way the traditional businesses are left behind, so the clients are more participating in creating new goods and services, so interaction in the business is more frequent. The client nowadays became a center of business events, because concerning the internet possibilities, he (she) can easily change online transactions. Accordingly, choosing right business model of electronic business is assumption of its successful implementation on achieving business goals in the sense of creating new value and lasting profitability. Development and implementation of electronic business is also assumption of successful entering on world, global market.

Empirical research has shown the lagging behind developed countries in development segment and implementation of e-business in general, so, e.g. analysis states that only 17% of asked companies in Serbia are using business applications of e-business, together with their business partners. This has, and in the future will surely have more negative influence on state and sustainable development and economy, in general. Development of informations and communications technology should be adjusted with users which the service of electronic business is purposed to. It is necessary to implement promotion of new business model, analysis of social importance in usage of postal services, and introduction of measurement mechanisms in use of information and communications technology in postal sector. Besides, it is obligatory state to implement measures, that will initiate the domestic entrepreneurship, because the mutual cooperation and connectivity affect also on services of postal traffic, on volume and quality. And implementation of model and system of electronic business as inevitable assumptions for services increase and achieving competitiveness, leads to reaching our social development.

REFERENCES

- [1] Gulan, N.V., Organizacija i eksploatacija poštanskog saobraćaja 1, Belgrade, year 1982
- [2] Stratetic plan for 2009-2010, JP PTT traffic of Serbia, year 2009
- [3] Business plan of JP PTT traffic of Serbia, year 2010
- [4] Panian, Ž., „Bogastvo interneta“, e-book, pdf format

- [5] Branković, B., Elektronsko poslovanje u pošti, specialistic case of study, FON, 2003.
- [6] <http://www.personalmag.rs/tag/forrester-research/>
- [7] <http://webrzs.stat.gov.rs/axd/dokumenti/ict/2009/IKT2009.pdf>
- [8] www.posta.rs
- [9] www.upu.org

MODEL OF PLANNING OF MARINE CONSTRUCTION WITHIN THE CONTEXT OF SUSTAINABLE DEVELOPMENT

Brčić Ilija

Faculty of Mediterranean Business Studies, Tivat, Montenegro

***Summary:** Nautical tourism represents new economic phenomena with the future ahead of it. With its numerous effects, the nautical tourism reveals new, more meaningful conditions for life, urbanism and development of living space, as number of activities indirectly or directly connected with the overall tourist offer. Due to its significant share in the industry as well as in the overall economy, and especially due to the construction of capacities necessary for its realization in the unused marine and coastal resources, the nautical tourism attracts greater attention all over the world.*

***Key words:** nautical tourism, marina, economic development, sustainable development.*

1. INTRODUCTION

As a specific form of tourism, nautical tourism is characterized by the movement of tourists by the vessels on the sea, lakes or rivers, including their docking in the ports of the nautical tourism and encompasses overall infrastructure of the ports necessary for reception of the nautical tourists. According to the revenues gained in such movements, nautical tourism represents one of the more profitable forms of tourism for tourist receptive country. Ports of special purpose – nautical tourism ports (especially marinas) became places for realization of nautical tourism. Therefore it is necessary to plan their positioning. Locations for marine construction must be carefully selected in order to satisfy contents that would enable quality economic development, on one hand, and harmonize such activities with real abilities of sustainability of natural potential, on the other hand.

2. CONSTRUCTION PLANNING

Development of nautical tourism will intensify development of ports of special purposes (ports of nautical tourism), where negative changes in space may occur, if the nautical tourism is not planned systematically. Therefore, it is inevitable to determine capacity of the coastal area (taking into account aquatorial part as well), which implies determination of the maximal number of users certain natural resource (eco-system) may receive, without jeopardizing its natural qualities.

Planning would determine criteria which in fact represent guidelines for practical realization of accepted planned and development goals.

In order to access construction of marina it is necessary to realize overall, scientifically founded, preparation activities:

- Special planning and selection of location for construction of marina
- Evaluation and optimization of the location for construction of marina
- Programming
- Design

2.1. Spacial Planning and Selection of Location for Construction of Marina

Selection of location for construction of marina represents one of the strategic managerial decisions. The space with its natural features is one of the most important and, at the same time, limiting factor of the tourist development. Spacial planning, in a broader sense, implies planning and design of the space in all its elements. In more narrow sense, spacial planning means development of urbanism plans for construction of the new and organization of the existing facilities in certain space. Planning and development of the area represents presupposition for achievement of better arrangement of industrial functions in the space, protection and development of natural and actual values, as well as optimal arrangement of facilities. Starting from the defined functions of marina and requests set by these functions, before valuation of variants of the potential locations for marina (selection of the micro location), the selection of the criteria valid for estimation of the advantages of every possible location should be done. The following are the most significant criteria for consideration of the location for construction of marina:

Urbanism plans of the inshore area (coastal area). Selection of the location for construction of marina requires its adjustment to the existing urbanism plans and plans for future development of the certain wider area. Based on the principles of the sustainable development, basic criteria for balanced use and development of the water and coastal area must be determined, with the protection of the natural features of the environment. In this sense, selection of the certain location for construction of marina is adequate if it fulfills the following requests:

- if it avoids or mitigates, up to the level acceptable, negative effects to the eco-systems;
- if it avoids or mitigates, up to the level acceptable, negative effects to the coastal processes (water flows, sedimentation processes) near marina, by the coast and from the coast towards the open sea;
- change of water needs to provide good clarity of the sea surface of marine, with keeping or improving previous quality of the water within marina;
- if the activities in marina are complied with the social, economic, cultural and recreational values of the area.

The following should be avoided:

- areas that are particularly significant for fishery,
- areas that are particularly important for spawn, growing, feeding, hiding and migration of marine organisms,
- areas of exceptional importance due to their high biological diversity,
- areas under certain level of protection (national parks, natural parks, reserves, etc.).

Features of the area (sea surface and land):

- size, shape, physical characteristics and type of soil,
- depth of water,
- high and low water level,
- sea currencies,
- winds

In selection of the location for construction of the marina, regarding physical characteristics of the area, it is important to provide the following:

- good exchange of the water in marina which provides transparency of the basin and prevents staleness of water,
- slope bottom – continuous slope is preferable from the area of berthing towards greater depths, which enables better exchange of the water and drifting of the water pollutant,
- for location of marina not to be positioned deeply in a channel or bay,
- sea surface that does not require excavation because excavation influences organisms living in water,
- stability of the coast, where rehabilitation and erosion control are not required.

Sea surface of the marina should be on an attractive place, so that the tourist – boater near marina may satisfy his/her needs (cruising, sailing, diving, etc.).

Proximity of the established tourist centers
Development of public transportation infrastructure: air, road, railway traffic.

Existence of the communal infrastructure: water supply system, sewage system.

Possibility of development of infrastructure: trade, service, hospitality and entertainment, sport and recreational infrastructure.

Proximity of the overhauling institutions and services for repair of vessels.

Influence of the planned marina on the environment depends on its location as well as on its equipment, thereby respecting the following important factors:

- size of the ports of the nautical tourism,
- construction solutions of breakwaters and berths (fixed, floating)
- characteristics of the basin in which marina is situated (depth, slope, dynamics of the exchange of the water),
- natural quality of the sea water,
- proximity of the breeding or fishing areas,
- other recreational activities near marina,
- existence of the sensitive, endangered, valuable or protected habitats, communities or species.

It is almost impossible to find an ideal location, that would satisfy all the applicable criteria. Therefore, it is necessary to find an optimal choice, taking into account given criteria, among different variants – alternatives of the location.

2.2. Evaluation and optimization of the location for the construction of the marina

Defining the model for evaluation. Evaluation implies, to the greater or lesser extent, formalised procedure of the quantity and quality estimate of the variant solutions in order to evaluate the level of satisfaction of the set goals. Therefore, the final aim of the evaluation process is reflected in creation of the base for selection of the optimal among numerous solutions, that is the solutions that, to the greatest extent, satisfies the goals set and appreciates present constraints. Due to this, the evaluation should be seen as the element in the process of making the decision, with the aim in the estimation of the critical differences between the alternatives.

Ranking is conducted based on the one-criteria and multiple-criteria evaluation. Major number of marinas in the world has been constructed solely based on the project, without deeply theoretical consideration of the micro location of the marina. Economic situation and investments do not allow “failure” in the selection of the location for construction of the marina, therefore it is necessary to conduct detailed evaluation of all the parameters that, in any way, may affect proper selection of the location.

Proper selection of the alternative is conditioned by the quality determined relation between „good“ and „bad“ features of the evaluation subject. The very process of evaluation encompasses number of the activities related to the following:

- 1) precise formulation of the problems,
- 2) generating real alternatives,
- 3) definition of the goals and criteria,
- 4) selection of the evaluation methods and procedures for quantification of the “value” of the partial criteria,
- 5) determination of the “values” of the alternatives,
- 6) selection of the optimal alternative and
- 7) analysis of the sensitivity and risk.

Parallel with the development of the evaluation theory, models of evaluation developed. Therefore, different goals of evaluation, as well as other differences in the procedure of evaluation itself influenced development of different evaluation models adjusted to correspond to different situations. Modern information technique introduced and is constantly introducing new models of evaluation and IT programs for their application.

In general, evaluation models may be divided onto:

a. One-criteria models where conclusions are reached based on the only one criteria. This criteria often refers to the economic aspect, that is money. Among one-criteria models there are: *Method of the return period*, *Method of the cash flow*, *Method of the net present (future) value*, *Method of relation between benefits and costs*, *Method of the internal rate of cost-effectiveness (or internal rate of return)*.

b. Multiple-criteria model where the conclusions are reached based on the multiple criteria. The whole family of the multiple-criteria models has been developed, and among those we would like to stress: *Method of scoring*, *Method “Electra”*, *Method of fractional selection*, *Method of simple add of weight values of criteria*, *Method of linear distribution of weight criteria*, *Method PROMETEE*, etc.

Such distribution on one-criteria and multiple-criteria models is generally accepted in the literature.

Due to the multiple functions and activities of the marina set at the selection of the optimal location for the construction of the marina, one-criteria evaluation is not sufficient. Therefore it is necessary to conduct multiple-criteria evaluation.

From the framework of the multiple-criteria evaluation, the method of linear distribution of weight criteria distinguishes itself, and even though it is one of the simpler methods, it still may satisfy the needs for selection of the optimal location for the construction of the marina.

Consideration of the variant – alternative is, by this method, ranged by individual criteria. More precisely, for each of the criteria the range of the variant by that criteria is determined. The first (optimal) variant by certain criteria is allocated 1 point, the second 2 points, etc. The variant with the smallest sum of the point by all the criteria is, relatively, considered to be the best variant.¹

In the event that two variants have the same number of points, evaluation is conducted using the method of the fractional selection.

The essence of this method is that all the variants – alternatives are lined by their most important criteria. If the more than one variant have the same value by their most important criteria, then the variants are compared by the next important criteria.²

2.3. Programming

The program defines the future construction. The plan selects the location for the construction of the marina, and quality program creates presuppositions for achievement of the maximum profitability of the investment of the capital in certain marina.

2.4. Designing

The task of designing is to spatially set up and creatively express the program. The level of rationality of the construction, functionality and profitability of the business activities of the future marina depends, to the large extent, on the quality of the design. In designing marina, it is rather important to apply the style of the existing constructions. The main elements that need to be involved in designing marina are the following:

- Breakwater (seawall)
- Operative banks and coastal wall
- Mole
- Berth and mooring
- Waterway between the lines of berthing, turn and entrance into the marina
- Equipment and devices of the marina
- Infrastructure (communal infrastructure and services)
- Development of the marina from the point of view of the protection of environment (ecology)³

Breakwaters (seawalls) are constructions, connected with the land, with the aim to protect inside part of the marina from the wind and larger waves that might endanger the vessels.

Operative banks and coastal walls. Operative bank (waterfront) is separated from the sea surface by the coastal wall and is designed so that, most often, it is used as a promenade.

Mole is the main element of every marina, and it is used for the berth of the vessels. On it, there are connections for electricity and water. The mole may be fixed or floating depending on the depth of the sea, high or low water level (tides) and, finally, on the costs of the construction. Fixed moles are more stable, they better submit the waves, they are cheaper to maintain and more durable. They are made from concrete, plastic, metal, wood or combination of these materials. Floating moles are, by hooks (that need to be such to endure grate strain), connected with the operative banks (or the coastal wall). Good floating mole needs to be strong, light and flexible.

Berth and mooring. The vessel in the port of the nautical tourism may be placed in the berth in the water or on land (dry marina). In the case of the berth in the water, with depth and size of the dock, it is important for the berth to be turned in the direction of the current rather than vertically from it. The berths are designed at

¹ The term „relatively“ is used because this method of evaluation is subjected to the subjective opinion of the one who evaluates. Namely, here, the relative number of points is allocated to the certain variant, and it may vary depending on the evaluator (note of the author).

² Vrednovanje u optimiziranju planova i projekata puteva, Dr Ljubiša Kuzović, Beograd, 1984.godine

³ The word «ecology» originates from the Greek word «oikos» - home, house, residence and the word «logos» - science. In 1856, in its book «The Origin of Species» Charles Darwin defined the term ecology as the science studying the relationship between the organisms (living creatures) and environment they live in.

the right angles to the mole. In designing berths, special attention should be paid to the size (length and width) of the vessels planned to be berthed, to prevent occurrence of the damage of the vessels due to the maladjustment of the berth. Certain number of berths must be provided for shorter stay in the port (transit).

Waterway between the lines of berthing, turn and entrance into the marina. It is considered that the waterway between the berthing lines should be from 1.25 to 1.5 of the length of the longest berth. The width of the turn and entrance into the marina should be at least 2.25 of the length of the longest vessel planned to enter the marina.

Equipment and devices of the marina. Marinas are equipped with several types of manual and mechanized means for serving vessels. This implies: flexible and fixed derricks, tractors, forklifts, trailers, cranes, slipways for launching and extraction of vessels, etc.

Infrastructure means all the facilities under and above the ground where marina is located. It encompasses communal (utility) infrastructure that includes sewage systems, sanitary facilities, water supply and electricity supply networks, gasolines, parking spots and area for manipulation of vessels and service infrastructure that includes workshops in marina, receptions, info centres, lounge for sale of vessels and stores, hotel and hospitality facilities, sport facilities, etc.

Designing of the marina from the point of view of the protection of environment became the priority on the national as well as on local level, therefore it is necessary to treat this subject in more wider context of its influence on the environment during the construction of the marina and its influence on the environment during the exploitation of the marina, as well as measures for prevention and mitigation of the possible ecological accidents.

3. CONCLUSION

Apprehension of the coastal area as an integrated marine and land area means its balanced development. It needs to be sustainable for the longer period, which stresses the importance of the reasonable management of the natural resources, where this area is one of the most important resources. It should take into account the fact that this area may not be treated as non-renewable natural resource because, once it is used for certain activity, it became due to the legal, social and economic reasons hardly accessible for other activities. This stresses the importance of this criteria in determination of the priorities in selection of the macro and micro location for development of the ports for the nautical tourism.

REFERENCES

- [1] Antunac, I.: Turizam i ekonomska teorija, Institut za istraživanje tržišta, Zagreb, 1985.
- [2] Brčić, I.: Model istraživanja saobraćajnih uslova za izgradnju marina za nautički turizam, magistarski rad, Saobraćajni fakultet, Beograd 1996.
- [3] Brčić, I.: Pomorska meteorologija i okeanografija, Uprava pomorske sigurnosti, Bar, 2007.
- [4] Dulčić, A.: Turizam, načela i praksa, Institut za turizam, Zagreb, 1999.
- [5] Dulčić, A.: Nautički turizam i upravljanje lukom nautičkog turizma, Split, 2002.
- [6] Luković, T.: Nautički turizam – definicije i dileme "Naše more" 54(1-22 2)/2007.

УПРАВЛЕНИЕ ЗНАНИЯМИ КАК ФАКТОР ДЕЛОВОГО УСПЕХА

Циндрич Йосо

Факультет по подготовке дипломированных юристов и дипломированных экономистов для
руководящих кадров, Университет Хозяйственная Академия, Новый Сад, Сербия

Резюме: Управление человеческими ресурсами сегодня, является отражением новой философии и практики менеджмента, является результатом изменений в современном мире, и значением, которое сегодня уделяется людям, и их потенциалу. Человеческие ресурсы являются ключевыми ресурсами организации и к ним нужно проявлять высокую степень внимания и интереса. Люди, их развитие, знания и мотивация, как и способ, которым ими управляется, становятся решающими факторами развития каждой организации. В этой работе уточнено понятие и значимость управления знаниями. Проанализированы проблемы в этой области, указано на значение и новые подходы в менеджменте знаний особенно в обучении сотрудников, в развитии и приобретении знаний и навыков.

«Способность организации учиться и быстро превращать обучение в действие - главное конкурентное преимущество современной компании» Jack Welch.

Ключевые слова: управление знанием, образование, развитие знаний и навыков.

1. ВВЕДЕНИЕ

Информационная революция ввела новые требования на мировом рынке и в организацию, в которой доминирующую роль имеют знания. Больше не существуют стандартные условия, связанные с безопасностью работы и трудоустройства, и навязаны условия обязательного постоянного усовершенствования и развития как работников, так и безработных, чтобы таким образом можно было ответить на новые требования современной организации. Эти изменения существенно влияют на жизнь всех, а дал им определение Икуджиро Нонака "в экономике, в которой известна лишь неопределённость, единственным надёжным источником долговременного преимущества и конкурентоспособности является знание". Это подтверждают исследования многих теоретиков, которые определяют будущее через следующее: жизнь, экономика и общество становятся всё сложнее; время, в котором мы живём непредсказуемо; характер бизнеса в корне меняется; всё больше рабочих мест исчезают из-за технологических изменений, прошлое всё меньше может быть опорой и указателем будущего. Сегодня трудно предсказать, какие знания и навыки будут нужны в следующих 10 лет. Некоторые профессии исчезают, а в большинстве профессий знание удваивается каждые 2-3 года. Это означает, что и наше знание нужно удваивать в то же время, чтобы не отставать и «держать шаг» со временем. Современный бизнес на сей день требует всё больше знаний и навыков, которые не обрабатываются в нужной мере в обычном процессе образования. Сегодня, а и в будущем, образование сотрудников одна из самых значимых форм управления и развития человеческих ресурсов. Мы становимся свидетелями рыночной ориентации компаний, которые всё больше материальных ресурсов, денег, времени, информации и энергии вкладывают в образование и постоянное обучение своих сотрудников. Образование в качестве одной из основных педагогических

категорий включает в себя знание¹ и способности². Мы являемся свидетелями того, что образование теряет характеристики, которое оно имело в прошлом. Сегодня самыми развитыми государствами не являются страны с богатыми природными ресурсами, а именно те страны, которые развивают культ знаний, навыков и способностей. Принцип пожизненного обучения, связывает систему образования с всё быстрее развивающимися технологическими и научными инновациями, что создает все условия для успешного обучения, передачи, хранения и использования знаний. Видно, что в современных условиях успешными не являются люди с учёной степенью, а те, которые постоянно учатся и приобретают новые знания и навыки, и это естественно, так как устаревшие знания не могут решить текущие проблемы, а также нынешними знаниями нельзя решить будущие проблемы. Менеджмент компаний все больше понимает, что инвестиции в систему непрерывного образования и профессионального усовершенствования является одним из наиболее эффективных путей создания конкурентного преимущества в рыночных играх. Эти выводы являются результатом больших и быстрых изменений во внешней и внутренней среде, где современные компании знания человеческих ресурсов постоянно изобретают, а приобретение новых знаний планируют, считая что знание является основным капиталом и рычагом развития. Многочисленные исследования показывают, что конкурентоспособные компании на западе ежегодно вкладывают от 3 до 5% своего дохода на образование человеческих ресурсов. Некоторые вкладывают больше, если идёт речь об изменении стратегии, внедрения программы улучшения качества и тому подобное.

Сербия не следует тенденциям и не выделяет достаточно средств, при этом пренебрегая тем, что знание является главным и самым важным ресурсом для развития страны. В настоящее время доля бюджета, выделяемая на образование в Сербии является одной из самых низких в Европе. Бюджетом на 2008 год. рассчитано выделить 3,6 процента общего объема ВВП. Эта сумма упала до примерно на 3 процента в 2009 году, поскольку глобальный экономический кризис заставил власти сократить все части бюджета.

2. ОПРЕДЕЛЕНИЕ ОСНОВНЫХ ПОНЯТИЙ

Знание - это всё то, что нам известно. Как и в похожих понятиях, как правда, вера и мудрость нет точного определения знания, с которым бы согласились все учёные, но существует большое количество теорий и дебатов о природе знания. Получение знаний подразумевает сложные когнитивные процессы: восприятие, обучение, связь, ассоциации и рассуждение. Термин «знание» также используется, чтобы выразить понимание этого вопроса, с возможностью того, что оно (знание), может использоваться в определенных целях³.

Данные в буквальном переводе с латыни означают «что-то что нам дано».

То, что представляет факт, событие или идею в некоторой области, мы называем данные. Данные есть представление факта или идеи, подходящей для коммуникации, интерпретации и обработки людьми и машинами. «Сырые» данные являются цифрами (когда мы выражаем количественные свойства), символы, изображения или другие выходы из устройств для преобразования физических величин в символы, в самом широком смысле (в первую очередь работой измерительных приборов).

Информация является данным, которые применено так чтобы иметь смысл или отношение к деятельности организации. Информация полученное, и понятое сообщение. (Принстон)

Мудрость является понятием, которое означает глубокие знания, хорошее рассуждение. Люди, которые тяготеют к мудрости называются философами (гр. Filia –любовь, sofia-мудрость)

Тот, кто обращается к мудрости находит время для духовного развития, не позволяя себе быть 'проглоченным' требованиями обыденной жизни. Традиционно под мудрецами мы подразумеваем старых людей.

Привычка представляет собой приобретённую форму поведения, и это все формы поведения, поступки которые осуществляются по некоторой необходимости, сами по себе, без участия нашего сознания и силы воли.

¹ Знание представляет систему фактов и общих выводов об объективной реальности, которые человек усвоил и долговременно задержал в своём сознании. Преобретение знаний – это материальная сторона жизни.

² Способность качества личности, которая сформированна, чтобы иметь успеха в какой-либо деятельности (работа, активность, предназначение), сенсорной (зрительный и осязательный органы чувств), практической (мануальной), способности выражаться, интеллектуальные (ментальные) способности развития способности – функциональная сторона образования.

³ <http://sr.wikipedia.org/wiki/Znanje>

Существуют разные виды привычек:

Привычки в поведении; гигиенические привычки и рабочие привычки. Некоторые из них являются положительными, а другие отрицательными. По тому, какие привычки у некоторых людей, складывается определённая картина о них, и мы их знаем и ценим такими, какими они есть. Привычки можно приобретать сознательно и бессознательно. Все те привычки, которые были приобретены, сознательно или бессознательно создаются частым повторением определенных движений, которые укрепляются в нервной системе до автоматизации, и осуществляются автоматически. Ни одна привычка не создается сама по себе, но является результатом многих повторов.

Обучение является процессом приобретения навыков, умений, принятие правил и формирование взглядов рабочих. Под обучением подразумеваются методы, которые помогают новым и старым сотрудникам приобрести навыки, нужные для выполнения работы. В настоящее время сотрудники обучаются подготовке создания и организации командной работы, принятию решений и навыкам общения, а также технологическим и компьютерным навыкам. Обучение, относится к запланированной попытке компании улучшить процесс получения знаний, навыков или способностей сотрудников.

3. ОБРАЗОВАНИЕ И ОБУЧЕНИЕ ПЕРСОНАЛА

Образование и обучение являются двумя аспектами обучения. Эти термины часто используются параллельно в литературе, когда речь идет о повышении компетентности работников. Для того, чтобы более четко рассмотреть разницу между образованием и обучением, удобно начать с *основных требований*, которые организация ставит перед сотрудниками, а которые утвердили Кац и Кан в семидесятых годах XX века. К ним относятся: осуществление соответствующих ролей в предсказанном порядке и дополнительное, спонтанное и творческое поведение для выполнения целей организации (Д. Кац, Р. Кан, 1996). Для выполнения первого условия необходимо обучение, а для выполнения второго, помимо обучения, необходимы более широкие, стимулированные знания, знания для изучения и усовершенствования существующей практики и создание ответов на новые требования организации и окружения. Эти знания приобретаются путём образования. **Десимир Паевич** (2006) хоть и считает, что образование и обучение сотрудников очень похожи, даёт следующие определения этих терминов:

- **Обучение**, относится к приобретению практических знаний и навыков, необходимых для успешного выполнения работ на конкретном рабочем месте. С обучением связано и понятие **тренинг**, как организованной программы, обеспечивающей усовершенствование приобретенных знаний и навыков, для того чтобы работать быстро, точно и надёжно. В некоторых видах труда, таких как спорт, безопасность дорожного движения, только постоянным тренингом сохраняется работоспособность и укрепляются приобретённые навыки.

- **Образование**, подразумевает собой приобретение общих и современных профессиональных знаний, которые позволяют человеку быть успешным в своём профессиональном развитии и в дальнейшем карьерном росте, путём творческого подхода к своей работе.

Чтобы обучением и образованием достичь целей организации, то есть, чтобы они служили для улучшения качества работы и прогресса организации, обучение и образование должны быть реализованы качественно. Это достигается за счет реализации **процесса обучения и образования** кадров в рамках следующих этапов (Vujić D., 2003):

- **инициация**: выявление глобальных потребностей и начало деятельности в целях удовлетворения этих потребностей.
- **Планирование**: установление ряда глобальных потребностей предприятия для обучения и образования в соответствующем запланированном периоде.
- **Организация и реализация**: включают в себя разработку и выполнение программ которые могут быть выполнены на рабочем месте, и вне рабочего места.
- **оценка результата**: может быть совершена оценка реализации программы (организации, преподавателей, содержания), успехов учащихся в приобретении знаний, навыков и поведения учащихся.
- **отчеты о результате и вручение сертификата**
- **исправительные меры**: использование данных об обучении и образовании

Образование и обучение должны быть согласованными с потребностями конкретного предприятия, то есть сотрудника. Определить необходимость образования на двух уровнях (Desimir P. 2006): на рабочем месте и на индивидуальном уровне. При определении потребностей в образовании на уровне рабочего места, сначала нужно определить, какие знания и навыки необходимы для того, чтобы

сотрудник был успешным на конкретном рабочем месте., а затем, в какой степени сотрудники обладают необходимыми знаниями и навыками для своего рабочего места.. Там, где подтвердится, что существует расхождение между нужными и фактическими знаниями и навыками, сотрудников нужно включить в образовательный процесс. На определение потребностей в образовании на уровне организации нужно смотреть с точки зрения перспектив целей и стратегии развития бизнеса. Нужно учитывать ожидаемые изменения в обществе на экономическом и техническом уровне, в частности изменения на "рынке" рабочей силы. На основании этого, нужно сделать прогноз необходимого профиля кадров, и того, как образовывать сотрудников которые будут в состоянии успешно реагировать на потребности будущего.

3.1. Каковы причины для инвестирования в образование

Общества, в которых знания имеют ценность ресурсов, которые инвестируют в образование и научные исследования, в которых развита информационная инфраструктура, в которых высоко ценится индивидуальность, способность и творчество отдельных лиц и организаций, с правом можно назвать инновационными обществами(некоторые называют их интеллектуальными обществами).

Нужно верить в то, что будущих специалистов в области менеджмента, а и других профессий, высшее учебное заведение не сможет подготовить в нужном качестве. Придется использовать другие источники для приобретения знаний и, прежде всего работу. Таким способом, вероятнее всего, можно будет избежать утверждения: "не может быть образования для потребностей сегодняшнего дня со вчерашним знанием для завтрашних потребностей." В настоящее время задаётся много вопросов о том, как проблемы в области знаний и компетенции решать в будущем. Один анализ в западных странах показывает следующее отношение вкладов в эффективность:

Вкладываемые ресурсы	Вклады	Эффекты
Средства для работы	1	0,27
Рабочая сила с рынка	1	0,75
Обучение собств. Раб. силы	1	1,50

Таблица 1. Вклады и эффекты в знания

Компании нуждаются всё больше и больше в знаниях, инновациях и новаторах, что имеет особое отношение к продукции, которая быстро устаревает (через год или два), и она должна быть изменена или снята с производства. Этот момент только подчеркивает тот факт, что люди, которые отвечают за развитие, не могут ожидать, что они получат необходимые знания только от университета, потому что знание значит гораздо больше, чем формальное образование.

По данным исследования, Республиканского Агентства по развитию МСП и предпринимательства Республики Сербии; Состояние, потребности и проблемы малых и средних предприятий и предпринимательской деятельности; Белград, июль 2009 года. Проведённое исследование показывает, что существует осознание необходимости постоянной подготовки предпринимателей. 90% высказало необходимость некоторых из предполагаемых видов обучения. Разница всё-таки существует в зависимости от размера субъекта предпринимательской деятельности и, в частности, идёт ли речь о подготовке менеджеров или сотрудников. Почти все руководители малых и средних предприятий выявили потребность к некоторым видам подготовки, а в магазинах 68% респондентов, 85% микро-предприятий. Когда речь идёт о подготовке сотрудников, очевидна очень малая представленность потенциальных участников по отношению к общей численности работников в опрошенных фирмах. Заявленная потребность в некоторых видах обучения, охватывает лишь 5% от общего числа работников. При этом удивительно маленький процент выражен в средних предприятиях (2,5%) и достаточно высокий на микро-предприятиях (24%). Менеджеры проявили интерес ко всем видам обучения, особенно для усовершенствования, основанного на использовании профессиональной литературы, а также организованного обучения на рабочем месте. Желательны и индивидуальные консультации и визиты специалистов для решения конкретных проблем, дистанционное обучение через компьютер и практическая подготовка в других фирмах. В организации обучения для сотрудников распределение ответов менее сбалансировано, и явное преимущество предоставляется для обучения на рабочем месте. Приемлемо использование профессиональной литературы или профессиональная помощь в решении конкретных проблем, в то же время наименьший интерес был оказан вечерним курсам и непрерывному наблюдению и помощи специалиста (мониторинг). Что касается тематической области обучения, видима неопределённость ответов респондентов. Менеджеры ,по сути, показали несколько большую заинтересованность в

повышении своего уровня знаний и навыков, связанных с управлением компаний. В верхней части списка предложенных тем, находятся "Бизнес-планирование и организационные навыки", "Планирование и управление финансами" и "Стимулированию продаж, маркетинга, брендинга". При выборе из предлагаемых тем для сотрудников преобладают определения для обучения, которые приобретают практические, "технические" знания и навыки, такие как "Безопасность на рабочем месте", "Техническое обслуживание оборудования и "Обучение работе на компьютере". Если обратить внимание на то, что по результатам того же опроса, у 51% менеджеров имеется среднее специальное образование, то требование за образованием представляется очень важным.

4. ТЕОРЕТИЧЕСКИЕ ОСНОВЫ ПРИОБРЕТЕНИЯ НАВЫКОВ И ПРИВЫЧЕК

Привычки регулируют основные потребности человека и обеспечивают их исполнение без слишком большого привлечения совести, которая сосредоточена на выполнении важных и сложных задач.

Привычка является автоматизированным добровольным действием, приобретенным после одного или более повторений, но она не является полностью автоматической или не зависящей от нашего сознания. Известно, что ни одна из привычек никогда не выполняется одинаково (например, даже тогда, когда мы подписываемся, мы не можем подписаться одинаково, потому что каждая подпись отличается от другой хотя бы одним нюансом).

При рассмотрении вопроса о сходствах и различиях между привычкой и навыком, существуют разные мнения. Кроме сходства, есть некоторые отличия, которые, по мнению некоторых авторов, выражаются в следующем:

- **степени натренированности** : привычка является автоматизированным добровольным действием. Она не находится полностью под контролем сознания, и поэтому можно сказать, что она является автоматизированным навыком;
- **качество выполнения действий**: только те привычки, которые выполняются очень качественно можно назвать навыками;
- **уровень осознания и сложности**: в то время как привычка выполняется автоматически с небольшим участием сознания, она является постоянной и неизменной; навык ангажирует сознание, и он часто определяется как способность сознательного применения приобретённых знаний.

Навыки более сложные, чем привычки, и обычно состоят из большого количества автоматизированных действий, которые, в зависимости от ситуации, необходимо творчески использовать (они изменяемые и эластичные). Различия между умениями и навыками, с точки зрения обучения (условия и способ их приобретения, их характеристики и возможности моделирования) являются незначительными, и в дальнейшем будут продолжаться разговоры об одних и других. Навыки мы наиболее часто разделяем на моторные (сенсорно-моторные) и интеллектуальные. В обучении работников большее значение имеют моторные (сенсорно-моторные) навыки, а в профессиональной подготовке менеджера строительство интеллектуальных навыков.

Большое количество навыков в подготовке рабочих кадров для этих специальностей является очень сложным, а процесс их формирования долгим. Сроки и фазы создания привычек на основываются на инструментальном обучении (обучение путём проб и ошибок, ликвидация ошибок), как и остальные навыки и привычки.

4.1. Процесс формирования навыков

Все навыки (привычки), простые или сложные, связаны с определённым процессом, который длится дольше или короче, в зависимости от силы факторов, влияющих на его формирование и сложность самого навыка. Для того чтобы рабочие справились с управлением машин (а это относится к любому другому сложному навыку или привычке), необходимо изначально им объяснить смысл действий, которые они будут выполнять.

Коротко, процесс формирования навыков проходит в трёх фазах :

- объяснение важности навыка и показ навыка в целом. Это этап целостности (этап синтеза). Показать навык в целом может инструктор, руководитель или квалифицированный рабочий;
- разделение работы на основные движения и их повторение. Этот этап не всегда обязательно выполнять, его выполнение возможно в навыках, которые состоят из нескольких отдельных и

относительно самостоятельных частей. Данный аналитический этап, в котором улучшается привычка, а в особенности её точность;

- слияние движений в целое, так и тренировку всего навыка. Это этап автоматизации и обобщения, когда навык окончательно сформирован, и ТРЕНИРУЕТСЯ сначала в нормальных, а потом в сложных и тяжёлых условиях.

В подготовке, а также, как и в предыдущих фазах формирования навыков, нужно соблюдать принцип постепенности - от легкому к трудному, от известного к неизвестному - где следует иметь в виду и способности работников. Работникам нужно содействовать для достижения первоначальных успехов в работе, потому что если этого не произойдет, несмотря на хорошую мотивацию, работник убедит себя, что он не сможет овладеть этим навыком.

Прогресс в изучении навыков не происходит равномерно, за ним следуют задержки. Индивидуальные отличия в прогрессе также очень велики. Однако, с уважением требований инструкторов, от которых зависит успешное формирование, медленно, но верно исчезают лишние движения. Умение воспроизводится всё быстрее и точнее с меньшим усилием (достигается синхронизации и координации движений), а также временная и пространственная ориентация становится все точнее.

Для того, что бы навык (привычка) стала постоянным свойством личности работника, необходимо не только её хорошо изучить, но и переучить, а это значит, что, несмотря на то что, что работники хорошо знают конкретные действия, необходимо и дальше продолжать обучение, поскольку оно имеет сильное влияние на продолжительность и силу навыка. Процесс приобретения навыков заключается в отказе от лишних движений и поддержанию нужных движений. В начале, например, при обучении с техникой, работник может делать множество лишних движений, но в конечном итоге он выполняет только самые нужные движения. Отсутствие лишних движений в навыке представляет его чистоту. Навыки, которые хорошо изучены, выполняются с большей точностью. Количество ошибок сведено к минимуму или полностью ликвидировано. Потребление энергии минимально и все движения, являются своевременными и рациональными в отношении к пространству и времени. Временная и пространственная ориентация в рамках движений внутри навыков является оптимальной.

5. ЗАКЛЮЧЕНИЕ

Недвусмысленно было показано, что сегодняшним приоритетом каждой организации, для того что бы выжить в развитом рыночном мире, является развитие персонала. Как уже было сказано, традиционные „факторы производства“ земля, рабочая сила и капитал не исчезли, но теперь находятся на втором месте, а на первом месте находится знание, которое представляет ключ к успеху. Современный бизнес требует всё больше знаний и навыков, которые не обрабатываются в полной мере или адекватно, в процессе образования. Некоторые процессы обучения отстают и не следуют за требованиями и нуждами экономики. Сегодня, а и в будущем образование персонала становится одним из важнейших видов управления и развития человеческих ресурсов. Мы становимся свидетелями рыночной ориентации компаний, которые всё больше вкладывают материальные средства, деньги, время, информацию и энергию в образование и постоянное обучение персонала. Компании должны менять методы обучения, для повышения своей конкурентноспособности. Нужно ожидать постоянное обучение со стороны персонала и оно должно награждаться. Персонал должен настаивать на приобретении новых навыков и знаний. К обучению и развитию нужно относиться как к инвестициям, а не как к расходам. Образование и обучение должны быть согласованы с потребностями каждого предприятия, т.е. студента. Поэтому важно принять концепцию современного образования «по меркам» предприятия, в котором акцент поставлен на утверждении конкретных нужд для образования обучением, как основанием для определения содержания программы. Большое значение в обучении персонала имеют моторные (сенсорно-моторных) навыки, (в будущем это будет развиваться в направлении интеллектуальных навыков), а в подготовке менеджеров развитие интеллектуальных навыков. *Работник со знанием, является самым важным конкурентным преимуществом организации. Сегодня, понятие "образованный человек" значит постоянно и всё больше учиться.* Нам известно в каких условиях предприятия занимаются бизнесом в нашем государстве. Процесс либерализации экономики привёл к увольнению большего числа работников, что привело к повышенной тревоге и неудовлетворённости среди РАБОТНИКОВ. *Для восстановления доверия необходимо создать атмосферу, в которой сотрудники постепенно примут концепцию обучения на протяжении всей жизни.* Всем заинтересованным сторонам, и работникам и организации, должно быть ясно: Будущего не у тех, которые обладают знанием, а у тех, которые хотят учиться. (Drucker P. 1998).

Для организаций настоящего единственным приоритетом для выживания на рынке является : учиться быстрее, чем конкуренты. Это требует новых квалифицированных профилей, новых знаний и навыков и новых отношений между организацией и отдельными лицами.

ЛИТЕРАТУРА

- [1] Kulić, Ž. Marković, A.: Osnovi Upravljanja ljudskim resursima, Novi Sad: Univerzitet privredna Akademija; Fakultet za obrazovanje diplomiranih pravnika i diplomiranih ekonomista za rukovodeće kadrove, Beograd 2009.
- [2] George Jr., The History of Management Thought, Prentice-Hall International, Sydney, 1968.
- [3] Republička agencija razvoj za malih i srednjih preduzeća i preduzetništva: Stanje, potrebe i problemi malih i srednjih preduzeća i preduzetništva, Izveštaj o istraživanju - Beograd, jul 2009. godine.
- [4] Cindrić J; Istraživanje rezultata obučenosti vojnika Intendantske službe posle završene osnovne obuke, Magistarski rad, VTA Beograd 2006. godine.

COMPETITIVENESS, BUSINESS ENVIRONMENT AND SMALL AND MEDIUM COMPANIES

Ciurariu Gabriela

"Petre Andrei" University, Iasi, Romania, gciurariu@yahoo.com

***Summary:** Conditionnée by the evolution of demand, the growth rate implied a renewal of the productive potential and delays return on investment consistent with the restoration of the profitability of capital employed. The companies that have created jobs are those few who were able to control these conditions. In this context, companies appear to be more constraints on their opportunities only by the level of interest rate as such. The constraint of funding burden then on employment is provided Internally, depending on the efficiency of the productive combination, and externally, depending on the capacity of company to sell and obtain the resources to finance its development.*

***Key words:** efficiency of capital, profitability, financial autonomy.*

In the current global context characterized by the internationalization of economic activities and regional economic development conditions are favorable expansion of small and medium characterized by flexibility and greater adaptability to mutations that occur in both the organization and externally, and a high innovative potential. Capitalistic intensity (Q_{ex} / A_t or AC / A_t measure the volume of activity released by a complete rotation of company assets) higher for large firms versus SMEs reflect a low efficiency of capital and also by obtaining an increase of labor productivity. For why, although small at the unit cost of labor is low, the apparent low yield and therefore work is part of the cost of staff in the value added greater than for large firms. Restrictions imposed by developments in commodity markets and those relating to efforts to increase profitability require production potential, measured by the rate of accumulation.

In addition, Small and medium companies contribute to reducing unemployment, they are a considerable source of employment, the costs involved are lower than those incurred by creating a job in a large enterprise. One of the fundamental characteristics of these enterprises aimed at particular resistance manifested in conditions of crisis, issue of competitiveness due to both increased awareness and specific organizational structures. In order to adapt ongoing consumer demands, they are concerned about the quality of their product differentiation in response to competitive pressures (product innovation) in order to strengthen market position, but the conquest of new markets (through the innovation process).

In the small and medium enterprise, restrictions on outlets and profitability issues require study:

- Financial autonomy enhanced by a low investment effort to reduce costs of external financing (separate approach is required in the case of solvency restricted to companies that have an operating cycle that requires the use of external financing);
- Increasing labor productivity;
- Interrelationship between the financial sector and the real and their influence on the monetary policy.

Another feature of SMEs is conducive organizational climate of employment performance, as a result of good communication between enterprise subdivisions, which facilitates quick resolution of problems facing the company. In the current model of growth-economy knowledge-based Small and medium companies have an important role in English economist A.B. Jones view that because "the current economic model has the

knowledge revolution starting point marking the transition from economy on natural resources knowledge-based economy. Consequently, the main role in the current economy is production neo-factors providing intensive economic development and incorporating information and communication technologies and modern management techniques. However these factors, together with the classical rise on the one hand, labor productivity growth and, on the other hand, quantitative and qualitative expansion of the range of products and services consistent with the complex needs of the consumer [4].

Despite the heterogeneity of situations of small businesses, their profitability is usually higher than that of large enterprises. In the light of its own way of insertion into the production of small businesses, we can state that the restriction of market outlets and on the return determines their adaptation to market conditions "characterized by a structure with a capitalist intensity low, based on an increased efficiency capital. For large companies, the logic of capitalization is subject to restrictions of cost (especially financial) markets restriction aims alliances such firms, and reorganization of their assets.

Restrictions markets corresponding so-called "risk of failure, which manifests risk for enterprises that depend on the sale of business continuity achieved and is subject to the following:

- Choose a combination of productive investment that integrates technology and organization;
- Choose market by identifying a need that can be met cost-effectively compared to the conditions of financing by the undertaking;
- The choice of organization of productive activity in order to meet delivery deadlines.

J. Bichot study considers that this risk of failure should be seen in at least two perspectives, one relating to solvency and other restrictions on the restriction of cost. According to the author, in the case of showing solvency difficulties in complying with the restriction, this can be explained by the action of complex factors that relate to:

- Need high operating working capital, which increases borrowing;
- Consistent investment efforts in recent years;
- To maintain financial autonomy enterprises have difficulties regarding the renewal of productive potential, which increases the risk of losing competitiveness.

New information technologies allow small and medium companies to connect to external databases facilitating the development of relations with foreign partners and also reducing the deficit to large enterprises, the relative differences in the use of the latest computerized and access to information, which causes the improvement of operational adoption decisions with beneficial effects on the performance of these companies. In order to effectively use new information technologies, companies must have a qualified workforce, "the new information society finance capital as a strategic resource as substitute for human capital" [6]. A major concern in this respect for human resource development for SMEs is the main strategic organizational resources to achieve a decisive competitive advantage because of their ability to act on other resources that the company has.

Small and medium companies have a role in implementing regional and local economic policies because of their easy adaptability to local specificity and their ability to eliminate economic disparities than other developed regions. In this regard, SMEs are receptive to modern technologies and managerial know-how transfer, the development of partnerships with similar foreign companies, and to access new markets, raw materials quality and highly skilled workforce, all of which are direct consequences of the internationalization of economic activity. These advantages must be exploited by small and medium companies in order to increase the economic efficiency of their work, bringing with it increasing internationalization of world market competition.

The actual economic conditions, characterized by imperfect markets, asymmetric information and risks, require application of additional safeguards for reasoning debt or credit, credit market access is limited for much of the SME. In order to identify causes of difficulties related to access to credit for SMEs, Harris and Raviv believes that the key challenge is to maximize the business value in terms of risk. Although "the company's financial objective is to maximize the market value of actions" [7], determining that value can only for listed companies, where applicable theoretical models for arbitrage financing and relations between manager and shareholders.

Despite less favorable interest rates for small and medium companies, they emit a higher gross financial profitability of large enterprises and also the costs of maintaining the productive potential are more important for SMEs. Apparently less favorable evolution of small and medium companies is due recourse to a lesser extent the capital increase, this being correlated with difficult access, compared with large enterprises, financial market [6]. Differences in financial autonomy established by empirical studies conducted in the Western businesses based on a low degree of integration of large enterprises over SMEs, the rate of value

added is lower when compared with their small, this situation is likely to change how financing productive cycle.

In terms of financing, the difficulties SMEs is evident from the double perspective:

- The main risk is related to uncertainty over the sustainability of these, less risk of cost;
- Development and liberalization of financial markets led to volatility accostuarea small operation, the temporal deviation between the pace of market and the real business of the company is managed by credit institutions, the problems these companies are considered to be a funding increase.

Although the holding of own funds is vital for any enterprise, share their best in relation to debt is a function of each company's position, the desired degree of autonomy and its development projects. In these circumstances, achieving a productive investment is justified only if it increases the market value of the company, which depends on its specific relationship between yield and the average cost of capital [5], the decision is independent of the company's financial structure.

REFERENCES

- [1] Bandt, J., Le financement de l'industrie: différenciation e homogénéisation?, Revue d'Economie Financière, no. 7, 1988.
- [2] Bichot, J., La notion d'endettement excessif et son rôle dans l'organisation monétaire et financière, în Système Financier et Système Productif, Cahiers Monnaie et Financement n° 23, 1994.
- [3] Cohen E, Analyse financière, 3ème édition, Economica, Paris, 1994.
- [4] Gavrilă, T., Gavrilă, I., Economia bazată pe cunoaștere, Tribuna Economică nr. 9, 2003.
- [5] Jones, A.B., Knowledge Capitalism-Busines. Work and Learning in the New Economy, Oxford University Press, Oxford, 1999.
- [6] Jullien, H., Paraque, B., Les fonds propres ressources non nécessaires mais obligatoires, Journées Internationales d'Economie Monétaire et Bancaire, Nice, 1994.
- [7] Naisbitt, J., Aburdene, P., Megatrends 2000-Ten New Directions for the 1990s, New York, William Morrow and Co., 1990.

PUBLIC ADMINISTRATION MANAGEMENT

Cvetković I. Zoran¹, Džanković Esad², Dimitrijević V. Milovan²

¹Agency for business activities, data processing and deputy manager "C&C - consultant, consulting and bankruptcy proceedings", Niš, Serbia, sekretarcc@yahoo.com

²High school for traffic management, Niš, Serbia

Summary: Concerning the public functions development, development of management role in the public administration is necessary. Managers in the area of public administration have important role in managing certain functions, i.e. management and securing its efficiency. While evaluating public administration effectiveness specific features of this sector must be assessed. In contemporary public administration it is necessary to develop consciousness about profit which should provide adequate and correctly organized public administration.

Key words: public administration, management, effectiveness, public interest, public sector

1. INTRODUCTION

Public management area is very complex issue gaining importance on daily basis. Globalization has caused and moved great reforms of the public sector and its management.

Basic question is: How many new ideas and which way to start the public management in the transition countries and the countries in development? But also not less important is the question whether the state should continue with providing most of the public services or should let them to the private and citizens sector? Or the question is whether the state through own mechanisms maintains all authority through which wants to realize its execution on all levels from central authority to the local one which is in direct contact with citizens - as service users.

What is really acceptable form the developed countries experience and how to find the own answers and ways in solving problems of the public management?

Answers on these questions could give the solutions of public sector reforms through promoting ways of quality sector functioning, and with a purpose to serve the expert, political and wide public ways creating of public administration reforms.

2. EFFICIENCY PRINCIPLE OR PRINCIPLE OF LAW LEGISLATION IN THE PUBLIC ADMINISTRATION

Basic principles of executing public functions high aims are based on knowledge, abilities, effectiveness, perspicacity, moral on which base the public administration and its represents, are executing own duties achieving goals because of which those activities are given character of public jobs (management), achieving the public interest.

Public management was the way and real only possible framework in movement and policy realization which decided concrete social problems.

Public sector problems were always outnumbering the finances which were in function of their solving, i.e. the effect of the management is bigger and also economical because those means were rationally used and objectively without profit, but on the level of needed costs for their coverage.

Best example of true function of public management can be seen in the beginnings of those functions at the end of 19-th century through New Deal affirming public management efficiency searching for solutions for bunch of problems and achieving goals because of which those activities have been done [1]. Efficiency formula of public management is obvious with more optimal proportion of invested means and achieved results.

Basic principle of public management in USA have been developing without stop, while the development in the European systems of public administration went in dividing authority and development of administration legislative principle. European model of development is going in direction of stronger law regulative limitation and administration regulation primarily by executing the law which provides the law legislation.

Those two systems - European through law legislation and managerial in the USA, mutually had influence on the development the management in USA and law in Europe.

As there is no "welfare countries" in Europe, caused by energetic crisis, primarily with oil crisis at the beginning of the 70's, with higher budget deficits, need for decreasing public sector costs and necessity of public sector efficiency increase, and decrease of public spending, it was necessary to develop managerial approach of the public works. It has as a consequence wide reforms appearance of public sector known as "new public management" and effort to exit the public sector crisis.

These experiences are necessary, because the same will occur in the privatization process of public administration and its public sector. It is important precondition of entering the EU. There are possible alternatives in model choosing, but also clear necessity that managerial approach and its elements implementation is inevitable. We are on the way of hard and great task. Lead the policy where the citizens will gain trust with the public administration solving their problems, but with respect of equality and justification principles, but also economically and efficiency.

Notion of public management is not confronting by its main function the notion of public administration, but should define the difference between management notion and administration notion because of deviated understanding that the public function is not business but function in public interest and management is pulling the obligation of creating profit. True connection or measure is "efficiency" of public administration system. Public function is not confronted with the public interest, but should be efficient executing the public works. Should always have in mind, from the other side, that public administration is not limited on the state administration which is its important part, but refers to the regional (area) and local government, public enterprises, concession users, subventioning activities done by the private enterprises in executing public activities. Should not strictly make diversification in the public administration on organizational forms through the subjects of administration organization neither functional dissemination through types of jobs done.

The best definition is expression of public administration by Leon Duguit "activity which execution the managers regulate, ensure and control, because its execution is necessary for development of social community because it might be fully ensured only with power that the mentioned managers have" [2]. James Daws thinks that "public administration can be best determined as the executive part of the authority". Widest definition is given by Felix and Lloyd Nigro: "Public administration is a) occurring corporate administration in the public surrounding; b) covering three parts of authority - executive, law and administration of mutual relations; c) plays important role in formulating policy and becomes a part of the political process; d) significantly is differing from the private administration and e) is very connected with many private groups and individuals.

New public management or "public administration managerization", which contains few doctrines, is not making a question of public administration notion, but to fulfil the new dimension which emphasize is on the management, i.e. efficiency evaluation and similar mechanisms of the management in the private sector.

Best confirmation of this expression is presence of the subject of "public management" in the magazines of public administration areas in the countries which have gone by far in execution of public sector reforms.

Public management refers to the way when every interested person comes in interaction in order to affect the public policy outcomes, and under notion of good governance it is thought of negotiation which brings to the good administration. Notion of good governing, which refers to the public sector, means partly reconstruction of values connected with the public sector - responsibility, equality, justification, law legislation and all in providing the public and private interests.

As the principle is given the responsibility of adjusting the public interest achieving principle, it is necessary to have the obligation of "good administration", what is obligation of the management to execute the public good on the most efficient way. This obligation can be confirmed by law, although it is generally assessed

that it is non-perfect legal obligation, because its breaking can not be submitted to law sanctioning, but only to political and management valuation sanctions.

However, it is possible to think the gradual introduction of true sanctions and in connection with control mechanisms. It is an issue of costs submission, control, reacting on people's reactions, transparency and participation, which are important as well as the issues of economy and efficiency. Because, the public interest responds and presents the interests of all people, and by regulation ways can ensure that private sector is not damaging the society.

Notion of public interest in practice inevitably gets importance and identified with certain groups interests. Law is executed in the surrounding where some interests want their implementation, and others non-implementation. The clerk is surrounded by network of interests. Final decision is made by the court, law carrier, higher administration instance or strong economy interest. Public servant is only one in the complex network of forces.

According Rosenbloomu, [1] "public interest responds, i.e. presents the interests of all people, and by regulating ways can ensure that private sector is not damaging the society. Public interest is general guide for the public administration and in the basic and moral sense serves the higher purpose. We think that the public interest could be connected with the notion of joint interest".

Efficiency promotion and law respect are two most important principles for learning the public administration, the ones obliged for politics and connected to the reform, the ones having responsibility in public services management, as well as the employed in those services. These principles refer to the political leaders, administration managers and numerous social actors, as more or less the ones responsible for institutions executing the control, especially the court organs.

Therefore affecting all, which from various perspectives and various tasks, in direct contact with the public administration. These principles are initiating issues which intensively affect all of us, citizens. No matter of all mentioned, traditional approach of solicitor to the management phenomena has tendency of law legislation evaluating issues, what is natural. Almost is assessed for self understandable, when is about the law legislation principles - which is widely accepted - law respect plays greater role in structuring and functioning of public administration and in its connection with the population.

IN contrary, the management approach traditionally has as tendency to emphasize the efficiency importance and to assess the law legislation issues with indifference, even with mistrust, with attitude that respecting laws is an obstacle of resources implementation and achieving better results. Because of this, there is a tension between the law and efficiency in the public administration, what comes from the fact that administration phenomena is subject of more scientific disciplines. This tension is also result of evolution of public administration. Financial resources are public. They are result of citizens work. As already known, financial issues - especially the fiscal ones - historically have been connected with genesis of state, submitted on law. Legal framework can establish developed solutions while the resources is managed in the framework of public purpose and criterias [3]. Expenditures can be approved in accordance with law regulative. It would be useful to provide brief report of basic principle's meaning, contained in the framework of approved budget or the ones satisfying the principle of economy, efficiency and effectiveness.

In the mentioned sense of "our times" and "our space", there is no sense of posing question what is the primary goal: law legislation or efficiency. That question is serving only because of debate encouraging. It is considered as self understandable that the efficiency value must be achieved in the framework of management activity done in accordance with the law.

Also, the public administration, managed by law hierarchy, is achieving public interest, defined from the community or under its conditions, providing own decisions and execute act in accordance with the law, according the law confirmed procedures and in accordance with legitimate rights and citizens interests. Its execution must be inspired with the principles of "good administration", which has integrated values of effectiveness and efficiency.

So, there are no questions of *"efficiency or law legislative, but clear answer: efficient public administration and law legislation"*.

3. MUTUAL CORRELATION OF ACTIVE AND BUSINESS AMBIENT AND CONSUMERS INTERESTS PROTECTION

Starting from the point and role of investor in the framework of total national economy, and especially on the capital market, one of the most important tasks of contemporary capital market, as well as the total regulative connected, is maintaining investors interests, capital owners. Investors interests must be primarily provided, and the investor itself while capital investment should have a feeling of total safety and trust in capital market mechanisms as regulator and control of capital market.

Referring the other participants on the capital market (entrepreneurs, mediators, state)m investors must have primary spot and importance, which comes from the fact of double role (in the same time are participants on the capital market and capital owners.) If in the economy of one country, from any possible reasons, investors interests are not ensured, in one contemporary form and on one high level, there is no existing minimum of probability for successful capital market functioning.

Most of the countries, developed and the ones in development, were forced to hold on the fiscal crisis. Result is redefining the government role in many countries, what include decreasing or pulling back the direct investments on the market, releasing, commercialization or privatization of other governmental agencies which earlier were providing free or highly subventional services; and the economy growth which is now more open for external stocks, services and capital flows than it was done before. It has created a need for thinking and reorganization about the policy implementation way and system ways for policy execution.

In other words, in those societies active business ambient is not present, in which unreal is to start from any other capital owners motives as investor (enthusiasm, sentimentality or emotional features).

Among the most important factors, on which the investors especially insist, are the following ones:

- political, economical and monetary stability;
- administrative, regular and stabile policy of interest rates;
- developing and functioning the banking-financial system and luxury of its instrumentarium, and capital market functioning, especially secondary market of valuable papers;
- in defining the strategy of orientation companies management primarily in leaning to own potentials and forces, by continuing research, following and mobilizing unused internal resources in the company;
- accepted concept of *New Public Management* in public sector management;
- defined financial revision role in strategic company management;
- defined financial revision role in accepting new company's concept;
- defined financial revision role in removing real existing conflict, in transition countries, between balanced theory and balance policy.

Mentioned determinants are making the, so active business ambient and it is sure that there is no negotiation with the investors about less or more importance of certain mentioned factors, because all mentioned determinants are of equal importance for the investor. Namely, absence from any of the mentioned factors, makes the certain business ambient less attractive (or totally unattractive) with the increase of risk possibility and uncertainty of reimbursement the invested capital.

However many economic problems of the transitional countries can not be solve, by itself, by the direct foreign investments only. Reaching only for parallel table of inflows of foreign investments and level of depth of certain transitional countried, it will lead us to conclusion the most mortgaged transition countries are the ones with most of the foreign investments in the last decade.

Explanation is pretty simple. In the transition countries mostly the passive investments are coming (in banking, telecoms, insurance companies, trade and similar), to, on the other side, active investments (which create new value, so in the production area) - almost not existing at all, or the privatizations are cancelled.

4. PUBLIC ADMINISTRATION REFORMS IN THE DIRECTION OF MANAGEMENT AND CIVIL OPTION

Public administration management reforms brought to the different assessment of relations between citizens and administration and have significantly changed the civil concept known to the majority of democratic political systems. Current role of the population, which was the legitimate source and its control by democratic procedures, is changing through managerial reforms of the public sector. Citizens are assessed more as public administration services users. That tight understanding of the individual exclusively through the economic values prism is not left without critics. Civil concept as consumer of public services is too tight and not responding to the civil concept in modern liberal democracies. Citizens in those democracies are not only consumers of the public administration services, but also an active members of the political community with specific civil rights and obligations.

Those rights are mainly referring to the public administration, according which the citizens pose requirements which the administration should respect and values. Civil conception has connotation of activities and is in contrary to the passive consument, some other private sector services. While the citizen means collective action of individuals, in order to achieve some joint goal, the concept of modern state consumer is much more than the intention only of its efficiency increasing; it is easily been establishing as subject proceeding with

state responsibility issues towards the individuals. They are treated as consumers also, but as citizens asking from the government paying the bill for actions undertaken or mistakes done.

Citizens want efficient public services and (ideally) low taxes, but in the same time want protection for own rights, they want to be heard. The issues about laying the bills, control and reacting on citizens needs, transparency and participation are at least equally important such as the economy and efficiency.

The consumer is looking for efficiency with constant competition which decreases the certain services costs, while the individual is interested in values such as social justice, civil participation in political decisions processes, public administration impartiality, equal possibilities for different social groups, administration responsibility before the democratic public and other similar values.

Critics directed to management ideology in the public sector is been officialised with public services regulative. Those documents, through own regulative, are addressing the various public services users. Unfortunately, it is a question in those public services regulative if there is citizen at all mentioned somewhere [5]. Its place and role. Consumer as service user has specific position in the market relations network. Citizen means being participant of some political community and ranges very wide relations. Citizen is part of the social contract while the client is part of the market contract.

Raising public administration quality is appearing as necessary assumption of satisfied citizen from own work and through active citizen's relation which will be used by various, formal and informal pressure mechanisms (media, civil initiatives, petitions, public debates, etc.) in order to affect the public administration quality raise.

In contrary, private sector client is not interested too much in over excessive efforts for quality services of certain business organizations, because it is a task which executes instead the market mechanism. In the products and services quality market competition, precondition is necessary, which is imposed by itself as a necessity for survival of some business subject.

Client not satisfied with the quality of single bidder, will always look for the new, more qualitative and cheaper. Situation in the public sector is bit different. In the great scale, the relations of citizens and mortgage are more complexed than the relations clients - private sector service bidders.

Administration is still in usage by force, and some of the public services are obliged for all citizens (primary education, army, personal documents providing, paying taxes, etc.). On the other side, majority of the population, especially in the postcommunist countries, transition countries have no possibility choice of private schools, health protection and similar, because the economic situations in these countries is always not accessible to buying the public services.

That's why the population in the mentioned countries are biased to the public administration and have to be interested for its service quality. From all this we can conclude that the population must be actively interested for public administration and through various mechanisms to affect the improvement and raising the public sector service quality. All this is required by the democratic active citizen which understands own role differently than the regular consument.

REFERENCES

- [1] Šeparović Inge, P., Izazovi javnog menadžmenta, dileme javne uprave - Zagreb : Golden marketing-Technical book, 2006. -
- [2] Pusić, E., Država i državna administration, Zagreb: Faculty of Law, Zagreb, 1999.
- [3] Kostadinovi, S., Upravljanje javnim ssektorom, University "Braća Karić", Faculty for management, Belgrade, 2006.
- [4] Dimitrijević, P., Menadžment lokalne samopurave, Pravni život. Thematic issue, Law and universal values - Belgrade: Association of solicitors - Serbia, 2005.
- [5] Ilić, M., Upravno pravo, Vranje, Faculty of Law, 2008.

CONTEMPORARY CRYPTOGRAPHY IMPLEMENTATION - DIGITAL SIGNATURE

Čakarević Radenko

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** Author is analyzing the implementation and importance of contemporary cryptography, i.e. one of the segments - digital signature. Digital signature is irreplaceable in business, especially at multinational companies, which execute their decisions on distance. Million worth contracts are signed on distance, and crucial role in that is the digital signature, more frequent use is met in banking area, where the electronic business is already playing important role, which is unthinkable without digital signature. The author emphasizes the importance of digital signature which use in the ex-YU countries is symbolic, comparing to the modern world.*

***Key words:** Cryptography, symmetric cryptography, asymmetric cryptography, digital signature, smart cards.*

1. INTRODUCTION

Cryptography is dealing with keeping information secrets, what has special meaning when trustable data are being transferred by, or stored in any electronic system. Most of the contemporary computer networks and other communication systems are not supplied with security mechanisms, capable to guarantee protection of sensible data, exposed to various attacking strategies. Compromition of such informations can produce catastrophal consequences and state interests.

Movement towards informations society becomes obvious importance of the cryptography in everyday's life in areas such as: privacy, trust, electronic payment, control of access, corporate security and many others. In that way, cryptography field is widening from classic coding technics on areas such as authentication, data integrity and data transfer undenyng.

Cryptography secures informations converting them into unreasonable format, from reasonable one, presenting them as unreadable and without knowing secret. Coding is a process of converting simple information in unreadable form, called cryptogram. Decoding is irreversible process, which establishes original informations, from the cryptogram. Modern crypto-algorytms base their safety on key usage (message can be decoded only if key is used for decoding is compatible to the key used for coding).

Public keys infrastructure is data-set of documents, resources and applications, forming specific framework for establishing digital identity of the person. Digital identity is linked to possessing pair of keys, provided by independent institution - certification body in which all the participants have trust. That institution provides secret key and public key to every participant. Public key is given in form of digital certificate, which contains public key and additional data, specific for that participant. Certification body validating every provided digital certificate with own digital signature.

2. PURPOSE OF CRYPTOGRAPHY

One of cryptography definitions based on its purpose states that cryptography is research of mathematical technics connected to security informations aspects, such as trustability, data integrity, entity authentication and data origin. This definition contains three out of four functions or purposes of cryptography mostly mentioned in the literature. These four functions are: trustability, data integrity, entity authentication and undenying.

- Trustability means securing that information contents are not accessible to anyone but the one that informations are mentioned for. This is the oldest purpose of cryptography.
- Data integrity means ensuring data unchangeability. To secure the integrity, it is necessary to provide finding out any data change. Under data change is meant processes, such as addition, removing or exchange. It is usual to detect data changes from unauthorized persons.
- Authentication is connected to data exchange. Purpose of authentication is subject identification and informations together. Authentication elements are their origin, time of occurrence and time of delivery. Sometimes authentication is divide on two classes: entity authentication and data authentication.
- Undenying disables negation of previously done activities from any participant's side. From the aspect of informations exchange it means that not one of sides in that exchange can deny its participation in the exchange and contents of exchanged data.

Simply stated, cryptography should enable subjects participants to know, in secured communication, that exchangeable data are accessible only to them, that are unchanged through the transfer, to state the identity of their side and to know that his communication and its contents are not deniable. Cryptography should stop and discover any kind of fraud or unintentional behaviour in this sphere.¹

There are various methods that process some or every of the mentioned four cryptography functions.

Purpose of cryptography is not linked to the cryptography types, symmetric or asymmetric. Both types can provide all mentioned functions.

3. SYMMETRIC CRYPTOGRAPHY

Symmetric cryptography is traditional way of data protection, transferring from one to other participant in communication. This type of communication is old as the human communication. The essence of symmetric cryptography is that for secure communication is necessary both of participants to have same secret information, enabling coding and decoding of data. This information is most frequently called key because it enables locking data during coding and its unlocking while decoding.

Basically all symmetric cryptographic algorithms process two operations - substitution and transposition. First coders were processing only one of this activities and only once. Contemporary ones combine both of the operations, repeating more times.

4. ASYMMETRIC CRYPTOGRAPHY

Development of electronic communication, especially computers and computers networks, have made the symmetric cryptography distribution problems of keys even bigger. Computer networks enable even faster data exchange, but in beginning period are not made to be very secure. It is a fact that for computers network safe use it is necessary to organize distribution of keys on different way, what means that the number of potential users have steadily growing, and affect on understanding that something has to be changed. Historically speaking, in 1976 Diffie and Helman suggested completely new concept of asymmetric cryptography. Instead of one key for coding and decoding, it is suggested existence of two keys: public and private. Public key is accessible to everyone, and it is a key used for data coding. The appropriate private key is secret and only that key enables decoding of data coded with the public key from the couple. This way is solving the distribution of keys and their number. Every subject which wants secure communication may announce its own public key and everyone who send him coded message use that key for coding. Because only this subject has a private key that can code data, the trustability of data it is secured. There is no need for special channels for secured distribution of keys and generating keys for every communication couple.²

¹ Veri Seng Certification Practice Statement, Veri Sing, Dec. 2003

² "Total Cost of Ownership for PKI", Verisign, Feb. 2002.

5. DIGITAL SIGNATURE

Cryptographic algorithms with public key are facilitating in a great manner, maybe even solved a problem of keys exchange. Nevertheless, these algorithms have enabled even digital signatures of electronic data. But it is theoretically possible to organize even digital signatures using symmetric cryptography and arbitrary witnesses, but is very unpractical and almost unusable. From the other side, cryptosystems with public key are very suitable for this purpose.

Paper documents with someone's manual signature are considered as authentic. This document is even acceptable as a court evidence. Before defining the digital signature, it is necessary to determine what makes the manual signature so important.

- Manual signature is authentic, i.e. only the signature user can make it.
- Manual signature is possible to check comparing to previous signatures.
- Manual signature expresses author rights or agreement to the document contents and is inseparable part of the document.
- Manual signature is not possible to deny

It must be emphasized that these statements for manual signatures are not completely true, i.e. that fraud is possible and happening in the past. Nevertheless, with the fact of efforts given and possibilities of discovering, it can be said that all said above is true, in general.

In order to exchange that paper documents, the electronic ones must secure their authenticity. Documents in electronic way are very easy to change comparing to the paper ones, that is very hard to discover, or almost impossible. Digital signature should have all features same as the manual one. There are big number of algorithms in use of digital signatures. These algorithms are different, but one is the same – that the function is function of document contents and private key. In this way, it is possible to achieve the features of the manual signatures:³

- Digital signature is authentic, i.e. can be done only the one possessing the private key.
- Digital signature is possible to check by using user's public key.
- Digital signature expresses author rights or agreeing with document contents and function is of the contents, what makes it the inseparable from the contents.
- Digital signature is not possible to deny.

6. PUBLIC KEYS INFRASTRUCTURE

Symmetric cryptography enables fast and secure data coding. Asymmetric cryptography solves problems of keys distribution and enables digital document signatures. On this way the trust ability of data is done, authenticating their author, secures integrity and disables denying of author rights. All previously mentioned purposes of cryptography become feasible.

However, although the issue of secured keys distribution is solved by existing of two keys, public and secret, a new issue of authentication is to be raised. In order to make public key accessible, it is necessary to announce it somehow with data of the belonging person. These data of the public keys could be changed with bad intentions, or even the sender can send some sensible message to someone, rather than the one previously planned. It is necessary to ensure that public key really belongs to the one that registry of public keys says so, as well as providing discovery of any data change. All mentioned above is authentication cryptographic task and data integrity what can be achieved by digital signature.

Digital signature secures the data integrity, and their authentication is guaranteed by the signature user. It means that the certificate signature user must be someone that every certificate user trusts, and which public key, used for validity certificate signature check, must be trustfully correct. It is necessary to have some certification institution or body. In order certificates to become available, it is obligatory to have mechanism of their announcement, some kind of their publicly accessed repositories. Since the situation is compromising or private keys losing is practically possible, it is necessary to have mechanism of repeal the appropriate public key and certificate. Some list of repealing certificates is needed. In order to secure complete system function, a certification subjects are needed, that can be provided with digital certificates.

³ S. Zimojević, "Teorija optimalnih rješenja" - part 1, University in Sarajevo, year 1977

7. SMART CARDS

Smart cards nowadays have unlimited use in many areas, such as services for identification and identity verification, telecommunications, financial services, transport, health system, e-Banking, e-Government, etc.

Smart cards are most important element in every protection system which using digital signature. They can store the secret keys and certificates on the safest way. They can be also use for generating or verifying digital signatures and certificates, for data coding and decoding, as well as for memorizing additional informations and applications.⁴

Security mechanisms implemented in them make the fraud, falsification and illegal manipulations almost impossible.

Smart cards technology is ideal solution offering technology, quality, safety comparing to any other known means for identification.

They present incomparable technological platform for safe storage of logic and physical credentials and secret keys and their management.⁵

8. CONCLUSION

Digital signature future is anyway bright. Whatever technology or algorhytm used, it is hard nowadays to imagine the world of computer networks without appropriate algorhytms of authentication. Having in mind that digital signature is a part of computer world fastly changing and accepting news, in supporting one of the algorhytms, is important to think not only about current computer power, but also for the forthcoming computers, which will be eventually sufficiently powerful for false signature. Another always present uncomfortable possibility is that nowadays already is present way of breaching crypto-protection (same for the digital signature) by some fast factorizing methods of (big) prim numbers, which will then threat not only the algorhytm crypto-protection, but, as current most extensively used RSA, will easily threat digital signature (made by RSA or similar algorhytm). Anyway, since that happens (if ever does), we are left with beliefs of current mathematics, which states that digital signature is practically unbreachable, not only nowadays, but even for the forthcoming decades.

REFERENCES

- [1] Diffie, W., Hellman, M., New Directions in Criptography, IEEE Transactions on Information Theory, Nov 1976.
- [2] Dodis, Y., Katz, J., Key-Insulated Public Key Cryptosystems, EUROCRYPT 2002, pp. 65-82.
- [3] Al-Riyami, S., Peterson, K., Certificatelse Public Key Criptography, ASIACRYPT 2003.
- [4] Central Bank of BiH, Decision on regulating rules for confirmation of elements verifying electronic signature, Sl. Glasnik BiH, number 10/02, 24.05.2002.
- [5] Mrdovic, S., Public keys infrastructure building (PKI)

⁴ An Introduction to Cryptography, PGP Corporation, May 2003

⁵ An Introduction to Cryptography, PGP Corporation, May 2003

ТЕКТОЛОГИЧЕСКИЙ ПОДХОД К ПОНИМАНИЮ КРИЗИСА ОРГАНИЗАЦИИ

Чиждова Е.Н., Чиждов С.Ф.

Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия,
chizhova_elena@mail.ru

***Аннотация:** Рассматривается кризис организации в теоретико-методологическом аспекте. В основе лежит тектологический подход А.А. Богданова к пониманию кризиса системы.*

***Ключевые слова:** цикл, кризис, неустойчивость, равновесие, экономическая система.*

Согласно общей теории систем, любая система развивается циклически. Цикл – это определенный, повторяющийся кругооборот. Экономический цикл можно определить как период времени между двумя одинаковыми состояниями экономической системы, характеризующимися динамикой определенных показателей. Кризис – главная фаза экономического цикла. В нем заключаются основные черты цикла, он «обнаруживает не только предел, но и импульс в развитии экономики, выполняя стимулирующую («очистительную») функцию» [9, с. 286]. Таким образом, кризис – важнейший элемент механизма саморегулирования экономической системы.

На эту роль кризиса обращал внимание А.А. Богданов: «Кризис есть нарушение равновесия и в то же время процесс перехода к некоторому новому равновесию. Это последнее может рассматриваться как предел происходящих при кризисе изменений, или как предел его тенденций. Если нам известны тенденции кризиса и те условия, в которых они разворачиваются, то является возможность заранее предвидеть конечный результат кризиса – то определенное равновесие, к которому он тяготеет» [2, т.2, с. 218].

Богданов, объясняя содержание кризиса, обращался первоначально к математике и пояснял, что в «математическом анализе «величины» берутся в их возрастании, в их уменьшении; то и другое – процессы непрерывные, не имеющие характера кризисов. Но два момента представляют настоящие кризисы: это возникновение величин и их уничтожение» [2, т.2, с. 211]. Оба типа кризисов «связаны с понятием нуля, т.е. полной дезингрессии величин: в одном случае она образуется на месте прежней величины, в другом – нарушается». Роль «полной дезингрессии: разъединение, разрыв какой-либо организационной связи. Нарушение полной дезингрессии означает, очевидно, практически образование организационной связи». Кризис он определял как смену организационной формы, а она есть «совокупность связей между элементами», поэтому «смена формы может состоять только либо в уничтожении каких-либо прежних связей, либо в возникновении новых, либо в том и другом вместе. Но это и значит, что сущность кризисов заключается в образовании или нарушении полных дезингрессий» [2, т.2, с. 212].

Цикличность развития систем, по нашему убеждению, связана с действием закона онтогенеза. Поэтому, рассматривая вопросы кризиса, следует помнить об истории индивидуального развития любых систем, включая экономические, – от зарождения до конца существования. При таком понимании развитие характеризуется взаимодействием прогрессивных и регрессивных изменений на протяжении всего жизненного цикла системы. Полный цикл развития любой конкретной системы включает пять основных этапов – возникновение, становление, зрелость, регрессивные изменения,

ликвидация. Последняя стадия не обязательно заканчивается гибелью системы, она – начало нового витка жизни – кризис.

Возникновение и становление - прогрессивная ветвь развития, процесс организации. Возникновение органических систем делится на два этапа:

- 1) скрытый, когда в недрах старого появляются и растут новые элементы;
- 2) явный, когда новые элементы образуют новую структуру.

На этапе становления система растет, расширяется, превращается в организованное целое. В процессе становления системы возникают и более или менее успешно разрешаются противоречия между новыми и старыми элементами системы, противоречия между самими новыми элементами.

Зрелость – состояние системы, когда процессы организации и дезорганизации уравновешивают друг друга и создаются оптимальные условия для функционирования системы, обеспечивая высокую устойчивость, – это высшая точка жизненного цикла системы. Однако именно на этой фазе формируются условия появления неравновесного состояния, неустойчивости, способные привести к кризису.

Любая система, тем более, экономическая, обладает синергичностью, то есть взаимодействием и взаимосодействием составляющих ее элементов. Важность этого свойства такова, что в результате разнообразных исследований в последней трети XX века появилась синергетика – новое направление в системных науках. Но экономика давно уже использовала синергетические понятия. Синергетика изучает то, как из неопределенности (хаоса) возникает организация (процессы самоорганизации) в сложных неравновесных открытых динамических системах любой природы, она рассматривает механизмы свободной кооперации взаимодействия элементов систем в неустойчивых состояниях. И вполне возможно, что главным «соорганизатором» является закон, обязывающий всем системам вписываться в циклы, а закон «минимума диссипации энергии» требует от системы самоорганизации в области целевого состояния системы, так называемого в синергетике аттрактора.

Самоорганизация в экономике начинается с процесса самопроизвольного нарушения рыночной саморегуляции, с образования устойчивого неравновесия в различных частях экономической системы. Поэтому «эволюция самоорганизующейся экономической системы – это переход, через неустойчивость, от одного относительно неустойчивого состояния системы к другому, с новой уровневой организацией элементов и новой саморегуляцией» [8, с. 15]. А.А. Богданов полагал, что «равновесие есть частный случай кризисов. В каждом данном случае оно представляет определенный кризис движения и знаменует синтез тектологической формы этого движения ... понятие кризиса для тектологии универсально». [2, т.2, с. 254]. По его словам, «всякое изменение можно рассматривать с точки зрения различия формы между начальным и конечным его пунктом» [2, т.2, с. 254]. Это положение важно с теоретической и методологической точки зрения и дает возможность рассматривать кризис именно как процесс и оценивать кризисы разных «степеней» или «порядков», вплоть до «кризиса кризисов», исследуя возможности управляющих воздействий на этот процесс. «Если происходит изменение тектологической формы комплекса, то сущность его заключается в том, что либо новые активности вступают в комплекс, либо часть прежних устраняется из него, либо они перегруппировываются по-иному; вообще говоря, бывает и то, и другое, и третье одновременно, лишь в разной мере. Первое означает нарушение старых внешних границ комплекса, второе – образование новых; а третье – перемещение его внутренних границ между входящими в него группировками, его частями, т.е. опять-таки разрывы и новообразование границ между ними. Все это как раз соответствует научному пониманию кризисов» [2, т.2, с. 254-255]. Это положение важно тем, что позволяет понять не только сущность кризисов, но и управление кризисным состоянием объекта (комплекса, системы). Его сердцевиной является реорганизация, реструктуризация.

В настоящее время богдановский подход к пониманию кризисов является основой многих современных концепций. Согласно им кризисы суть «момент смены программ в развитии систем» [1], «непременная предпосылка и условие качественного скачка» [5], «не только разрушитель, но и созидатель» [12].

Экономическая система – это сверхсложная, открытая, нелинейная система. Ученые, работающие в областях, выходящих на синергетику, выявили, что за нелинейностью стоит представление о возможности – на определенных стадиях – сверхбыстрого развития процессов. В основе механизма такого развития лежит нелинейная положительная обратная связь. Она является важнейшим элементом в моделях автокаталитических процессов самой различной природы, в том числе, и экономической. Причем, состояние в различных точках открытой нелинейной среды различно, т.е. процессы в каждой точке среды идут по-разному. Но есть самодовление в каждой точке среды. Само локальное изменение состояния среды влияет на действие нелинейного источника в данном месте. «Объемная нелинейная положительная обратная связь, таким образом, означает ускоренный,

самоподстегивающийся рост по всему пространству среды. Такого рода обратная связь может служить источником быстрого процесса развития» [3, с. 47]. Более того, в институте прикладной математики им. М.В. Келдыша РАН нелинейность связывают с режимами обострения (blow up). «Это – режимы сверхбыстрого нарастания процессов в открытых нелинейных средах, при которых характерные величины неограниченно возрастают за конечное время. Вводится и характерный параметр – время обострения, – конечный (ограниченный) промежуток времени, в течение которого процесс сверхбыстро (асимптотически) развивается вплоть до достижения бесконечных значений. Механизм, лежащий в основе режимов с обострением, – это как раз широкий класс нелинейных положительных обратных связей» [3, с. 47]. На стадии вблизи момента обострения (на стадии неограниченного возрастания нехарактерных величин) структуры становятся неустойчивыми и могут распадаться.

По мнению И. Пригожина, неустойчивость далеко не всегда есть зло, подлежащее устранению, или же некая досадная неприятность. Неустойчивость может выступать условием стабильного и динамического развития. Только системы, далекие от равновесия, системы в состояниях неустойчивости, способны спонтанно организовывать себя и развиваться. Только в состояниях, далеких от равновесия, возникает сложность. Устойчивость и равновесность – это тупики эволюции. Для устойчивых стационарных структур малое возмущение «сваливается» на то же самое решение, на ту же самую структуру. Стало быть, без неустойчивости нет развития. Или, иначе, неустойчивость означает развитие, развитие проходит через неустойчивость, через бифуркации, через случайность [3, с. 49]. Однако экономика является условно равновесной системой, она нормально функционирует в состоянии устойчивости. Поэтому фазовый портрет аттрактора (цели) экономической системы – это цикл, предполагающий возвращение из неустойчивого состояния в устойчивое.

Под неустойчивостью следует понимать «главным образом режимы сверхбыстрого нарастания, развития процессов с нелинейной положительной обратной связью. Неустойчивость – это вероятностный характер распада сложноорганизованных структур вблизи момента обострения» [3, с. 54]. «Для поворота с режима роста на режим замедления и стабилизации, как и для выхода на новый аттрактор, необходимы флуктуации. Нужны «потрясения» системы. Нужно пройти через слою хаоса, чтобы создать новую структуру, добыть новую информацию, иметь историческую инновацию вообще» [3, с. 81]. В хаосе (небытие) скрыты в потенции все формы, весь спектр структур-аттракторов эволюции.

Системный подход, тектологический и синергетический взгляд на развитие экономических систем позволяют говорить о множестве причин (экзогенного и эндогенного характера), вызывающих изменения. Во-первых, в силу изменчивости экономической системы и соответственного усложнения в ней происходит накопление противоречий (возмущений), в результате чего она теряет стабильность, что требует перехода ее из одного канала эволюционного развития в другой. Область, в которой система теряет равновесность, стабильность, называют областью бифуркации системы (от лат. *bifurcus* – раздвоение, разделение, разветвление). Кризис и есть тот пункт, когда требуется иное организационное строение, придающее иной импульс развитию. Основатель синергетики, Г. Хакен, писал, что такие слова, как «эволюция», «кризис» «приобретают новые оттенки, когда мы начинаем мыслить синергетически» [10].

Во-вторых, синергетический эффект, по нашему убеждению, может быть не только положительным, но и отрицательным, когда нет единства и элементы системы разорганизованы. Причем, и тот, и другой эффект нарастают мультипликативно. Поэтому фаза кризиса, как правило, наступает внешне достаточно резко, а введение в стабильность требует организующих мер.

Кризис любой экономической системы, прежде всего, характеризуется спадом производства. Рассмотрим кризис с точки зрения спада. Существительное «спад» (*recession*) происходит от глагола «падать». Поэтому спад буквально означает падение прежних темпов роста объема производства. Возникает вопрос: обязательно ли каждое существенное замедление роста становится спадом? Ответ на этот вопрос весьма важен для выяснения кризиса, в котором может находиться предприятие. По мнению П. Хейне, «затруднение может быть разрешено, если мы уясним, что издержки спада – это главным образом издержки неоправдавшихся ожиданий. Это основополагающий момент. Если мы потеряем из вида связь между спадом и неоправдавшимися надеждами, мы не сможем отличить безработицу от досуга, а изменения, делающие людей беднее, от тех, которые приумножают их богатство. Мы также можем не заметить принципиальную роль, какую неопределенность играет в возникновении спада, и в результате примем за лекарство от спада те средства, которые скорее усугубят болезнь» [11, с. 491]. Таким образом, кризис (спад) характеризует «непреднамеренное и потому разрушительное замедление темпов экономического роста» [11, с. 492]. Это предполагает соотнесение тех объемов производства, на которые люди первоначально рассчитывали, с теми, которые они произвели.

Итак, развитие экономической системы происходит через неустойчивость, изменчивость, бифуркации. Нестабильность способствует отбору лучшего. Любая экономическая система находится в процессе постоянного изменения – развития, и цель этого развития – оптимальная самореализация. Проведенное исследование позволяет очертить понятие кризиса. Кризис – это крайнее обострение противоречий в социально-экономической системе (организации), угрожающее ее жизнестойкости в окружающей среде. Кризис – это насильственное устранение противоречий в экономической системе. Эти противоречия имеют соответствующие причины. По мнению венгерского экономиста Б. Шипоша, цикличность в экономике суть система циклов с жесткими причинно-следственными связями [4 с. 14].

Весьма важным в теоретическом и методологическом плане представляется выделение А.А. Богдановым двух типов кризисов в развитии систем: «кризисы С» – «конъюгационные, соединительные», сопряженные с образованием новых связей, и «кризисы D» – «разделительные», т.е. знаменующие «разрыв связей, создание новых границ там, где их прежде не было». Их деление условно, поскольку «каждый кризис в действительности представляет собой цепь элементарных кризисов того и другого типа... Исходный пункт всегда С, конечная фаза всегда D. Схема одна – CD, подразумевая, конечно, под каждым из двух знаков не единичный элементарный кризис, а целые, переплетающиеся их ряды» [2, т. 2, с. 215].

А.А. Богданов исследовал «связку» между системами («ингрессионную связку между системно-объединенными комплексами»), доказывая производность одних кризисов (D) от других (C) [с. 256-257]. По нашему мнению, это – теоретическая основа поиска причин кризисов, связи между внешней средой и функционированием предприятия, связи между факторами нарастания кризиса внутри предприятия, поскольку кризис – системное понятие. А.А. Богданов полагал, что к кризисам нужно подходить, учитывая «основное различие пространства и времени: эмпирическую обратимость переходов в пространстве, необратимость во времени» [2, т. 2, с. 257].

Теория и практика показывают, что самое важное – понять, насколько цикл является естественным процессом, насколько регулирование экономических процессов ослабляет разрушительные процессы экономической динамики и при введении критериев: продолжительности или периодичности цикла, его движущих силах, предопределяющих генезис и механизм протекания цикла, уметь прогнозировать наступление кризиса. В то же время исследование закономерных явлений необходимо дополнить изучением явлений случайного происхождения, поскольку они также возникают с некоторой вероятностью, для прогнозирования экономического роста во всех экономических системах.

Кризисы первоначально рассматривались в макроэкономическом аспекте, по отношению к экономике страны, группе стран или к мировой капиталистической системе в целом. Во второй половине XX века в западной теории, а после распада СССР и перехода России к рыночной экономике и в российской экономике, возникла потребность в исследовании кризисных процессов в первичном структурном звене экономики – организации (предприятии) и в выработке мер регулирования менеджментом развития организации в целях недопущения, ослабления и выхода из кризисного состояния.

Если основной капитал, главным образом техника, является материальной основой делового цикла, то ее движущей силой, обеспечивающей переход от одного равновесного состояния к другому, по мнению Й. Шумпетера [18], выступает новаторская инициатива предпринимателей, которая обеспечивается риском внедрения новых товаров и техники, открытием новых рынков и источников сырья, обновлением организации производства. Тем самым экономическая цикличность и механизмы ее развития становятся преобладающими при определении перспектив и стратегий организаций.

Кризисное состояние хозяйствующего субъекта следует рассматривать как с точки зрения экономики, так и с точки зрения права. Поскольку кризис как фаза цикла есть совокупность причинно-следственных связей, которые правовым образом могут быть зафиксированы, определены, то необходимо рассмотреть, прежде всего, экономическую сторону этого явления.

А.А. Богданов, как уже было ранее отмечено, интерпретирует кризис как процесс. Ряд российских ученых рассматривают кризис как особую точку, в которой без разрыва кривой происходит смена одной функции другой, причем последние не дифференцируются. По мнению Б.Н. Порфирьева, такое представление опирается на известную математическую теорию катастроф, разработанную А. Пуанкаре, Р. Томом и В. Арнольдом. Между тем Порфирьев полагает, что различие «кризиса» и «катастрофы» является принципиально важным: «последняя – лишь одна из возможных (неблагоприятных) исходов кризисной ситуации, а первый... – двойственный, т.е. разрушительно-созидательный процесс, исходы которого неоднозначны и априори не известны» [6, с. 40].

Различение кризиса и катастрофы важно не только с теоретической, но и с практической точки зрения. Так, представители голландской школы в определение кризиса вводят «условия

ограниченного времени». С точки зрения принятия управленческих решений время всегда ограничено, поскольку оно меняет другое условие – «неопределенность-информированность» для выбора варианта действий. Но понимание кризиса как процесса с нарастанием неустойчивости состояния системы дает возможность увидеть симптомы этого нарастания и произвести соответствующие изменения.

По мнению Ю.Л. Растопчиной, кризисы – это точки перехода из одной стадии жизненного цикла в другую. Данные кризисные точки можно назвать бифуркационными точками (критические пороговые точки неравновесной системы, в момент которых невозможно предсказать дальнейшее направление в развитии этой системы) [7, с.12]. В то же время она полагает, что возникновение различных кризисных явлений присуще этапам жизненного цикла предприятия и не может рассматриваться как некий феномен, а как обязательная составляющая пути развития [7, с. 13].

Обращение к теориям циклов и теориям кризисов показывает, что их авторы, по сути, также видят кризис как процесс, поскольку рассматривают кризис как фазу цикла, а фаза не может быть точкой, она имеет продолжительность, порой не меньшую, нежели подъем (достаточно вспомнить историю экономических кризисов и временные протяженности кризисов, например, кризис 1929-1933 гг.).

Имеют место три позиции относительно способности организаций противостоять кризисам, обладать необходимой устойчивостью к воздействию негативных факторов, особенно природных и антропогенных. Одни исследователи утверждают, что большинство организаций не способны предотвратить индивидуальные ошибки или смягчить их последствия, что, хуже того, организации порождают коллективные ошибки и другие типы способствующих кризисам процессов. При этом особо подчеркивается опасность сочетания просчетов в организационных аспектах управления с присущей организациям склонностью игнорировать роль происходящих изменений в зарождении кризисов [19]. Другие авторы считают, что организация в силах компенсировать недостатки административно влиятельных, но «умственно недалеких» руководителей, но это крайне редко снижает риск ошибок рядового персонала и возможность возникновения кризиса по данной причине. Третья точка зрения принадлежит приверженцам теории «высоконадежных организаций». Ее сторонники полагают, что такого рода организации могут свести вероятность кризисов к минимуму. Они считают, что хорошо спланированные и управляемые организации способны «амортизировать» человеческие ошибки и внешние воздействия, параллельно предотвращая появление типичных «врожденных» недостатков, присущих организациям. Руководители, используя набор различных стратегий, могут превратить подконтрольные им системы повышенного риска в «высоконадежные организации». В качестве аргументов приверженцы этой точки зрения используют наработки представителей институционального направления, где содержатся утверждения, что при правильном построении административной структуры организация функционирует эффективно [16, 17].

Итак, кризису присущи следующих характерные особенности:

- созидательно-разрушающий характер;
- континуально-дискретный характер;
- наименее устойчивое состояние объекта;
- неопределенность («переломность») ситуации;
- наибольшая сложность ситуации;
- опасность причинения какого-либо вреда (ущерба) – наивысшая рискованность.

Следует пояснить некоторые особенности, которые не вытекают из присутствующей выше доказательности. Во-первых, кризис есть наивысшая степень колебания, снимающая противоречия и ломающая прежнюю траекторию движения. По словам А.А. Богданова, «момент кризиса есть конец неопределенности и колебания – победа одной стороны или примирение обеих: начинается нечто новое, организационно иное, чем прежде» [2, т. 2, с. 208-209].

Во-вторых, во время кризиса наименее устойчивое состояние объекта обуславливает возможности бифуркаций, что вызывает переломность развития событий. И.Р. Пригожин, исследовавший процесс возникновения систем на микроуровне, связывал накопление новых свойств с бифуркациями. Бифуркация характеризуется возникновением качественно отличного поведения системы при количественном изменении его параметров. По утверждению Пригожина, первопричина появления нового в микромире – возникновение необратимых процессов вследствие неустойчивости динамических систем.

В момент бифуркации абсолютно исключается возможность прогнозирования новоприобретенных свойств. Поэтому системы и их элементы перерождаются в случайном направлении, придавая тем самым новое качество системе, или приводя к возникновению новой системы.

В-третьих, одной из сторон неопределенности является неожиданность, именно она характерна для кризисов. Неожиданность может быть результатом недостатков планирования, и (или) дефицита

информации либо даже частью кризисной «игры», сознательно нацеливаемой на создание неопределенности ситуации. Наряду с недостатком информации или избытком «информационного шума» эта «неожиданность может привести к потере ориентации и к непредсказуемости действий принимающего решение лица и его подчиненных, к паническому или, напротив, пассивно-созерцательному поведению людей и другим серьезным проблемам. Психологи отмечают особую опасность фактора неожиданности для людей с аналитическим складом ума [13].

Кризис имеет двойственный – созидательно-разрушающий (и к тому же континуально-дискретный – и процесс, и явление) характер. Это обуславливает и усиливает нестандартность ситуации, неопределенность и сложность принятия решений. Решения такого рода всегда особенны для каждого отдельного случая. «Неординарные ситуации (как типичный признак кризиса), делая непригодными или в лучшем случае малоэффективными привычные порядок и схемы действий, побуждают к поиску нестандартных подходов, благоприятный исход которых, однако, отнюдь не гарантирован» [6, с. 46]. Большинство кризисов организаций (предприятий) имеют причинами ошибки человека и постоянное изменение среды функционирования организаций. Каждому кризису свойственно свое уникальное сочетание этих факторов и, следовательно, своя особенная траектория движения, но, тем не менее, определенные пороги опасности необходимо и можно идентифицировать, а для этого необходимы соответствующие методики, позволяющие определить критические точки на траектории движения и приближение к ним. Эти критические точки являются своего рода «отправными пунктами» принятия управленческих решений по снижению опасности кризиса.

Во время кризиса явно и скрыто происходят организационные изменения, которые завершаются либо кардинальной сменой организационной формы, либо появлением новых элементов и связей в системе. В любом случае этот процесс имеет разрушающе-созидательный характер, переводящий неопределенность в порядок, организацию из неустойчивого состояния в устойчивое, характеризующееся определенными параметрами (показателями).

Цикличность в экономике понимается как необратимая последовательность фаз жизненного цикла экономической системы. Цикличность есть имманентное свойство любой системы, включая такую экономическую систему, как организация.

Экономический (деловой) цикл организации есть колебания уровня деловой активности в рамках механизма саморегулирования процесса жизнедеятельности. Этот колебательный процесс имеет высший и низший пределы тенденций, которые и являются ограничителями цикла, отмеряя их продолжительность.

Снижение деловой активности представляет собой кризис, который есть процесс движения по ниспадающей части логистической кривой цикла.

Объективной основой цикла является научно-технический прогресс, поэтому цикл включает приливы и отливы нововведений на всех уровнях экономической системы.

Во время кризиса явно и скрыто происходят организационные изменения, которые завершаются либо кардинальной сменой организационной формы, либо появлением новых элементов и связей в системе. В любом случае этот процесс имеет разрушающе-созидательный характер, переводящий неопределенность в порядок, организацию из неустойчивого состояния в устойчивое, характеризующееся определенными параметрами (показателями). Таким образом, кризис в деятельности организации – это непреднамеренное разрушительное замедление экономического роста, изменение в общем состоянии организации, характеризующееся неустойчивым положением и ухудшением основных показателей ее деятельности.

Во время кризиса в экономической системе возникают побудительные мотивы к сокращению издержек производства и увеличению прибыли, создаются условия для интенсификации. Именно кризис образует исходный момент для новых капиталовложений, поскольку основной капитал морально устаревает. Кризис создает условия для обновления основного капитала на новой технической основе. Обновление основного капитала является материальной основой периодичности кризисов продолжительности цикла. Кризис заставляет экономическую систему обновляться. Таким образом, цикличность как форма динамики экономической системы имеет в качестве эпицентра кризис, в котором обнаруживается и предел, и импульс дальнейшего развития и роста.

ЛИТЕРАТУРА

- [1] Анатомия кризисов / Отв. ред. В.М. Котляков. – М.: Наука, 1999.
- [2] Богданов, А.А. Тектология (Всеобщая организационная наука). В 2 кн. /А.А. Богданов. – М.: Экономика, 1989.
- [3] Князева, Е.Н. Основания синергетики. Синергетическое мировидение /Е.Н. Князева, С.П. Курдюмов. – М.: КомКнига, 2005.
- [4] Лобанова, Е. Прогнозирование с учетом цикличности экономического роста / Е. Лобанова // Экономические науки. – 1991. - № 1. – С. 12-19.
- [5] Осипов Ю.М. Опыт философии хозяйства. – М.: Изд-во Московского университета, 1986.
- [6] Порфирьев, Б.Н. Современные концепции кризисов и принятие управленческих решений / Б.Н. Порфирьев // Российский экономический журнал. – 2004. - № 4. – С. 37-50.
- [7] Растопчина, Ю.Л. Организационно-экономические основы стратегического управления промышленными предприятиями на разных стадиях их жизненного цикла / Ю.Л. Растопчина: Автореферат дис. ... канд. экон. наук. – Воронеж: Воронеж. госуд. ун-т, 2006.
- [8] Решетило, В.П. Экономическая синергетика институциональных изменений: Монография / В.П. Решетило. – Харьков: ООО «ПРОМЕТЕЙ-ПРЕСС», 2006.
- [9] Сажина, М.А. Экономическая теория: учебник для вузов / М.А. Сажина, Г.Г. Чибриков. – М.: Изд-во НОРМА, 2003.
- [10] Хакен, Г. Синергетика: Иерархия неустойчивостей в самоорганизующихся системах и устройствах / Г. Хакен. – М.: Мир, 1985.
- [11] Хейне, П. Экономический образ мышления: пер. с англ., изд. 2-е стереотип. / Пол Хейне. – М.: Изд-во «Дело» при участии изд-ва «Catallaxy», 1993.
- [12] Яковец Ю.В. Циклы, кризисы, прогнозы. – М.: Наука, 1999.
- [13] Kam E. Surprise attack: The victim's perspective. – Cambridge: Harvard University Press, 1988.
- [14] La Porte T. High reliability organization: Unlikely, demanding and at risk// Journal of Contingencies and Crisis Management. – 1996. – Vol. 4. № 2.
- [15] Perrow C. Normal accidents: Living with high-risk technologies. – New York: Basic Books, 1984.
- [16] Rosenthal U., Kouzmin A. Crisis management and institutional resilience// Journal of Contingencies and Crisis Management. – 1996. – Vol. 4. – № 3.
- [17] Selznick P. Leadership in administration: A sociological interpretation. – New York: Row Peterson, 1957.
- [18] Shumpeter J.A. Business Cycles. McGraw-Hill Book Co. N.Y., 1939. Vol. 1.
- [19] Turner B., Pidgeon N. Man-Made Disasters. – Oxford: Butterworth-Heinemann, 1977.

TEXTILE INDUSTRY MANAGEMENT CHALLENGES IN SERBIA IN THE GLOBALIZATION CIRCUMSTANCES

Ćorović Enes¹, Muratović Šaban², Dolovac Bido³

¹"Javor"d.o.o. Ivanjica, Serbia, enes.corovic@yahoo.com

²High professional textile school for design, management and technology, Belgrade, Serbia, bajevica@gmail.com

³Center for professional qualification of personnel, Novi Pazar, Serbia

Summary: Textile industry in Serbia in the last twenty years has been decreasing its production physical volume, number of employees and participation in creation domestic gross product, so its state is unsatisfying. Besides that, it kept the recognizable export potential measured with absolute volume and its relative participation in total country export. Global liberalization process of trade relations in which Serbia has actively participating with signing multilateral and bilateral agreements with the most significant trade partners, new challenges occur for managers in the textile industry. In those circumstances, market verified factor of textile industry competitiveness of Serbia are not sufficient for export increasing, investments growth and employment. Creating optimal institutional ambient for development of this industrial branch through clear profiled and precise instruments of industrial policy are necessary condition for its greater participation in the economic development of the country.

Key words: textile industry, globalization, management, competitiveness, industrial policy instruments

1. INTRODUCTION

Solving of many accumulated problems in Serbian industry imposes to the creators of economic policy an urgent need of defining the industry development adequate strategy¹ as well as precise profile of industrial policy needed instruments. Global process of stockflows liberalization and active participation of Serbia in it by signing multilateral and bilateral agreements for free trade (Agreement for stabilization and association with EU, CEFTA agreement, Agreement for free trade with Turkey) as the high level of external trade deficit, puts in the first plan the longterm export orientation as the strategic direction of further industry development². Leaving of the current leaning policy exclusively on the market mechanism supposes industrial branches identification by which in the moment and even potentially, dispose the competitive factors which enable longterm successful presence on the international market.

Textile industry of Serbia is, and besides the serious problems through which passed in the period of breaking up the old federation and economic sanctions and with negative consequences and unsuccessful privatization, kept the significant export potential. Although participating with 0.7% in creating the gross domestic product in the last three years, this industrial branch has kept relatively high share in the total export with 6-7 %.

Concerning the current competition factors (low labor costs and its satisfying education, closeness of the main markets, continuity with presence on the mentioned ones and preferential approach, acceptable level of technology and production organization), with adequate support of state's industrial policy, it can be far most important factor of the economic development and solving the burning problem of unemployment.

¹ Lj. Savić, 2002, "Ekonomika industrije", Belgrade, page 177

² Dr Živorad Gligorić, Dr Gorica Bošković: "Mehanizam unapređenja konkurentnosti industrije", 2007, Niš, page 45

Explanation of this conclusion, which has not many proponents among the actual economy policy creators, besides analyzing the state and potential effects of trade relations liberalization, demands defining of the basic purposes of further textile industry development, as well as the measure of support for its competitiveness increasing.

2. ANALYSIS OF SERBIAN TEXTILE INDUSTRY STATE

There is general evaluation in the scientific and expert public that the textile industry is one of the biggest transitional losers in Serbian industry, and accordingly, state in it is unsatisfying. Because of this evaluation's illustration on this place will be analyzed the statistical data from the time series in 1990-2008 from the area of textile industry participation in total employment and creating gross domestic product, as well as the indexes of industrial production and external trade exchange balance payments.

At the end of 80's and the beginning of 90's the textile industry of ex-YU, which integrarla part was the textile industry of Serbia, had a features of vertically integrated and export orientated industrial branches and respectable competitive level with its main export markets: USSR, Western Europe (Germany and Italy), USA and Middle East (Iraq, Iran).

This industrial branch was in continuity dominant exporter thanks to the own production of artificial and synthetic fibers, wide structure of yarn production and fabric and high degree of finalization in the export with dominant participation of cloths and knitwear clothing objects. Import of natural textile fibers was centralized, the cotton one, through barter arrangements with USSR, and the wool from Australia through dominant export-import houses. Low developed textile machine engineering was partly compensated with solid structure of utilities and spare parts production, while the production of clothing objects was followed by production of complete assortment by assisting materials and tools.

Partially looking, textile industry of Serbia is by structure and volume the most important part of textile industry of YU. In 1990 it employed around 180.000 workers, what makes the 7.5% from the total number of employees in Serbia, i.e. more than 14% employees in the industry. In that year participation of textile industry in creating social product of Serbia was 4.3% and in creating of social industry product with 8.5%. With more than 930 million US\$ of export, the textile industry participated in total export of Serbia with 17.2%, while in the import of around 800 millions US\$ participated with 11% in the total import of Serbia³. After 1990 on the state and the further serbian textile industry flows decisively influenced the factors of noneconomical nature.

The break-up of the USSR marked the end of international barter arrangement through which 30% of total export was realized, as well as the import of 90% of serbian textile industry demands for raw cotton. Drastic fall of income from this important export market brought to disturbance in cotton supplying with significant growth of its purchased price. Consequent growth of total costs in yarn and knitwear production and chainly in the clothes production, decreased the serbian textile competitiveness on the other markets.

Desintegration of YU had for key consequence loss of single market of 25 million customers, with breaking of vertical textile industry integrity. With the new made situation first the combination type of basic capacities of textile industry were hit (production of yarn and knitwear), which will be concentrated in Serbia, as well as the great producers of cloths. It came up to the gradual slowing of following utilities and spare parts, helping materials and tools.

Through 1992, USA and EU countries introduced economic sanctions to Serbia an Montenegro, i.e. to SRJ, with full break-up of the trade relations. Sanctions were most expressed to the export orientated industries with significant volume of import inputs, among which the textile industry. Export in EU and USA was around 55% of total textile export of Serbia, and import of around 70% of the mentioned industrial branch. Period of economic sanctions besides the longterm market loss caused also the technological delay of serbian textile industry for at least two generations, what was additional cause of its competitive abilities fall.

In the beginning of 90's came to a drastic fall of all indicators of the economic activities of serbian textile industry. The physical volume from 1991 to 1992 was decreased in yarn and knitwear poduction sector for 26%, i.e. 41% comparing the 1990, and in shoe production for 12%, i.e. for 39%, what was closely to the fall of total industrial production of 36% in 1992.

In this period the number of employees in textile industry was decreased on 158.000, what again made the 7.41% of total employees in 1992. Policy of latent unemployemnt, characteristic especially for the working intensively branches, was in those years main social amortizer, with longterm negative consequences.

Because of drastic fall and social product in general, participation of textile industry in its creation and was around 3-4%. In this period comes to the great fall of external trade with textile products, so the export in

³ Sources: Statistical yearbook of Yugoslavia 1994

1992 was 382 millions US\$ (13.5% in the total export), and import 403 millions US\$ (11.8% of total import)⁴. First time that year deficit is occurring in the trade textil. Participation of textile industry in creating the social product in the 90's was in continuity falling, and in the end of 1999 was 1.9%. However, besides the negative economic activities indicators, in this period the textile industry is still the significant carrier of the external trade exchange of Serbia with series export potential. In 1997 and 1998 with achieved export of 350 millions US\$, i.e. 345 mil. US\$ participation in total export is done of 13.8% (12.6%). Import dependance of this industrial branch is continually increasing, especially in the sector of yarn and knitwear, so the import is more than the export more than 50%. Main export markets are EU countries (mostly Germany and Italy) and ex-YU republics (mainly Bosnia and Herzegovina and Macedonia) with 22.4% from total export in 1999. In the regional import structure in 1999, the EU countries dominated (Germany and Italy) with 44.4% and Turkey with 28%⁵.

In the period 2000-2009 serbian industry privatization has been executed in the circumstances of market liberalism dominant policy. Textile industry in these processes entered with the burden of many financial problems from the previous decade, technologically inferior, with inherited old structure and as such, was on the bottom of potential investors interest scales. Without timely and active state support in great production systems restructuring, privatization had as result completely basic textile industry capacities stopping and increase of import dependance of both textile industry sectors.

Domestic market without efficient protection became easy target of the highly competetive textile industries of EU, Turkey, China, what in longterm shut the domestic production. With unbuilt market institutions⁶ it became optimal soil for gray economy growthd and unloyal competition which are the most significant causes of current state. In the same time, shutting the big social industrial complexes, with the late and unsuccessful privatizations, was followed by successful development of private small companies, mainly in the sector of shoe production, which became a carrier of further textile industry development.

In this period, besides the fall stop of total industrial production, trend of physical volume decrease is continued of both textile industry sectors. At the end of 2008, base index (base 1990=100) of yarn and knitwear production is 14, and shoe production is 12. Number of employees fell on 34275, what makes 2.4% of all employees in Serbia, and 9.2% of employees in the industry. Participation of textile industry in creating gross domestic product from 1.6% in 2000 fell at the end of 2008 on 0.7%⁷.

After 2000, it came to decreasing of relative participation of textile export in total export, what is mostly the consequence of overestimated value of the domestic currency, so from 10.14% in 2000, it stabilized on 6-7% of total export, while the import in the same period makes the 4-5% of total import. In absolute figures, the textile export had grown on 153 millions US\$ in 2000 to 657 millions US\$ in 2008. In export structure with 55% is represented the clothes export, and main markets are EU countries with 65-70% of total export (Italy, Germany, Holland) and ex-YU republics with 12-16% (BiH, Montenegro, Macedonia). In the last two years as significant market has shown Iraq, through export of textile millitary equipment.

For textile products import in this period characteristic is the growth in absolute values with change of structural origin. From 136. mil. USD in 2000, import reached value of 1030 mil. USD in 2008. Still the highest import participation is from the EU countries with 55-60% (Italy, Germany, Slovenia, Holland), while the share of Turkey is decreased from 18,2% in 2000 to 9,9 in 2008, and the ex-YU countries from 7,8% to 2% in the same period. Evident is the tendency of import goods from India, Pakistan, and especially China, which relative share has grown from 5,5% on 21,3 % in the period of 2000-2008. In the import structure with average 65% dominates the yarn and knitwear, what is the case with the import from EU and Turkey, while from China dominant is the import of clothes in contrary scale⁸.

3. POTENTIAL TRADE RELATIONS LIBERALIZATION EFFECTS ON SERBIAN TEXTILE INDUSTRY COMPETITIVENESS

In accordance with state politics main priorities Republic of Serbia in the last five years is actively participating in the trade relation liberalization process with most important partners. On multilateral level with signing the CEFTA contract and Agreement for stabilization and association with EU, good basics are created for connecting the country to WTO and participation in the global flows. On bilateral level, special

⁴ Sources: Statistical yearbook of Yugoslavia 1992-1994

⁵ Sources: Statistical yearbook of Serbia 1998-2002

⁶ Ilija Rosić, 2002 „Rast, strukturne promene i funkcionisanje privrede”, National macro-economy, Kragujevac, page 465

⁷ Sources: Statistical yearbook of Serbia 2009

⁸ Sources: Statistical yearbook of Serbia 2000-2009

importance for the textile industry is signing the Agreement for free trade with Republic of Turkey, which is in the phase of ratification.

Basic purposes of these agreements are removing limitations in the mutual trade and creating conditions for free competition match as between the single sectors and industrial branches of the countries signing, as well as between the individual producers. However, concerning the, generally speaking, unequal competitiveness of certain participants in the trade among the countries signing, it is to be expected positive and also negative effects of agreement implementation for the participants on all organizational levels on short, but also on longterms.

Potential positive effects of trade liberalization on serbian textile industry competitiveness should be expected on domestic, and on the markets of ex-YU countries, EU countries and Russia. Having in mind the total dying of domestic yarn and knitwear production, additional materials and tools, duty free import of these products from the beginning of implementation of Agreement with Turkey will have positive influence on domestic production of cloths and cloths products not only by decreasing input costs (customs rate on yarn import 5%, and cloths 10%, jeans 5%), but also through possibilities of import substitution with similar products from China, and therefore on fast reaction on actual fashion trends, short deadlines of delivery, wide assortment offer and decreased financing costs of supplies. However, maximal acting of these effects on the domestic market is shortterm connected for the period to 2015, when total abolishment of import customs is planned on the cloth products with origin from Turkey⁹.

Possible longterm positive effects of Agreement for free trade is real to expect on the competitiveness plan of textile serbian industry export on EU market. Besides decrease of input costs key positive effects are connected to the diagonal origin cumulation of products from CEFTA area and Turkey and their preferential treatment on the third markets. It opens real possibility for significant export growth of Serbia and change of its structure on this market. Having in mind, primarily, the very serious efforts and announcements of leading trademarks from Italy, Germany, Holland, France, Spain that until now the dominant form of product organization through postprocessed jobs is gradually decreasing.

The aim is in the countries with relatively low labor rate, such as Serbia, and in shortterms to on so called full lon, i.e. import of final clothes objects under own trademark with design and choice of basic and helping material from the orderer's side. So, the competitive fight with China on the european clothes market will be realized through efforts of known brands to maintain the domination in the sphere of fashion products through decreasing the deadlines for delivery, decreasing debts exposing and risk in supplies of basic and helping materials. It is real chance for Serbia through adequate changes of management in textile industry achieves serious step forward in the direction of increasing export on this market.

With implementation of the Agreement conditions are created for the export increase of serbian textile industry in the countries signing the CEFTA agreement, especially BIH, Montenegro and Croatia. Long presence of domestic brands is possible to strengthen and extend with shoe export which basic materials are not yet produced in Serbia, especially jeans, synthetic printed materials, mixture of flax, artificial silk, etc.

Joint appearance on the third markets, as specially significant dimension of bilateral and multilateral agreements, opens possibility for export increase of shoes on Russian market. Real base is preferential treatment of the serbian export. Export of turkish brands produced in Serbia with origin in turkish materials, with decrease of customs value of stocks for 10-15% is only one of potential very competitive engagements. It is also a part of possible serbian textile industry strategy in the market match with knowing competitive participants.

Concerning the current shoe production in Serbia, potentially most negative effect of trade liberalization, looking in long terms, is total abolishment on customs on shoe import from Turkey by the start of 2015. With the current rates on import from 18% to 22%, turkish shoe producers have made significant participation on serbian market not only the price competitiveness, but primarily with product quality factors, fast reactions in fashion and design, short terms of deliveries, wide assortment of offer and elastic payment conditions.

Abolishment of customs will enable meaningful growth of turkish market share on this market sector in Serbia damaging the domestic producer. Therefore the key management question of serbian textile industry is: how to answer the market liberalization global challenges?

4. SERBIAN TEXTILE INDUSTRY SUPPORTING MEASURES

Analysis of state in the serbian textile industry clearly defines its longterm export orientation, which is healthy foundation of its further perspective. With more than 450 mil USD export value in jobs for postprocessing shoes, it is active participant of competitive fight of european brands with China for

⁹ Law for confirmation of Agreement for free trade between Republic of Serbia and Republic of Turkey, page 68

maintaining its position on the EU fashion stocks market. With labor costs expressed in the hourly payment in the shoe industry from 1,9-2 USD¹⁰, it is more competitive than any EU country and Turkey, on the level with Macedonia and northern African countries, and little bit less competitive than Albania and Moldavia¹¹.

In this market match with the labor costs from the crucial meaning were also the short deadlines and possibilities of producing smaller series, what gives Serbia competitive advantage considering the closeness of main markets and relatively acceptable level of production organization. Besides the mentioned, long-term presence on EU market, availability of qualified labor force, possibility of fast new technologies implementation and satisfying making quality, are additional factors of Serbian textile industry competitiveness¹². However, competitiveness factors, which in this moment are on disposal, are not enough for its repositioning in the Serbian industrial structure. Further export growth and improvement position on domestic market in the complete liberalization trade relations circumstances require also an adequate state support for this industrial branch.

Foundation of precise support to textile industry is long-term development strategy, which by our opinion, must have the following aims: market repositioning of textile products according to the extending production program, development of own trademarks and new products with high share of added value with strengthening the market activities; faster transfer of new technologies and with high participation of own knowledge; long-term export orientation with gradual extending of complete jobs and connecting the great European brands; product quality standardization in accordance with international standards; foreign investments encouragement because of joint access on third markets; networking connection of small and medium companies in industrial clusters because of joint access on domestic and international markets; personnel adjustment to the new technological and organizational business conditions.

Potentially positive, but also the serious negative trade relations liberalization effects, demand need of adequate and timely response on those challenges through instruments of industry policy and changes in management of the textile producers. Creating optimal institutionalized ambient for strengthening of this industry supposes usage of fiscal, financial and trade policy instruments.

Possible fiscal instruments: increasing amount of income which is released from tax paying up to level of 2/3 of minimum salary at the working intensive branches; approving tax credit in the height of market research costs, promotive activities, conquering new products and transfer of knowledge and new technologies, and maximally up to the amount of 200.000 EUR/year.

Financial instruments which will be optimal in this moment: interests subventioning on already approved credits with purpose of investing in basic means, financing lasting turnover means and on credits for financing non-material property (technology transfer, patent rights, licences, knowledge and experiences); adjusting conditions for acquiring credits for lasting turnover means and investments at the Fund for development of RS real situation in the textile industry; capital increase and widening the working range of Agency for foreign investments and export financing of RS - AOFI; crediting various postprocess activities from AOFI side; adjustment conditions for getting export credits at AOFI real situation in the textile industry; forming Fund for subventioning forming costs and development domestic brands and marketing activities on domestic market; liberalization of conditions for domestic brands costs regression on international market from SIEPA side – Agency for foreign investments and export promotion; decreasing minimal amount of direct investments that is financed by SIEPA because of investment support in little companies.

Adjusting the anti-dumping law legislation with WTO rules, real foreign currency policy and further law legislation postprocessing about obligative stocks origin on street markets, are in this moment adequate instruments of trade policy.

5. CONCLUSION

Trade relations liberalization as global phenomena and condition for continuation of association process of our country to EU is, considering the fact on low competitiveness level of Serbian textile industry, great challenge for its management. Onesided liberalization from the beginning of 2000 resulted with flood of import of cheap stocks from China and Turkey is one of the causes of current industry branch state. However, multilateral and bilateral agreements for free trade that Serbia has signed recent years, besides the risk of negative effects, create real possibilities for increase of export textile in EU countries, CEFTA agreement countries and Russia.

¹⁰ Sources: Statistical yearbook of Serbia 2000-2009

¹¹ Dr Dilek Çukul: Competitive aspects of Turkish and Chinese textile and clothing industries, 8th global conference of business & economics str. 4

¹² Ilić M., Gligorićević Ž., Bošković G. "Strategija regionalnog razvoja Srbije", Kragujevac, 2004

Competitiveness factors, which is disposed at the textile industry, are not by themselves enough for repositioning in this serbian industrial structure. Further growth of export and position improvement on domestic market in the conditions of complete trade relations liberalization request adequate measures of state support to this industrial branch on foundations of its longterm development strategy.

REFERENCES

- [1] Čukul, D., Competitive aspects of turkish and chinese texttile and clothing industrie, 8th Global Conference on Business & Economics, Florence, Italy, 2008
- [2] Gligorijević, Ž., Bošković, G., Mehanizam unapređenja konkurentnosti industrije, Niš, 2007.
- [3] Ilić, M., Gligorijević, Ž., Bošković, G., Strategija regionalnog razvoja Srbije, Kragujevac, 2004.
- [4] Rosić, I., Rast,strukturne promene i funkcionisanje privrede, National macro-economy, Kragujevac, 2002.
- [5] Savić, Lj., Ekonomika industrije, Belgrade, 2002.

A NEW TECHNOLOGY IMPLEMENTATION IN THE PROCESS OF PROPERTY INVENTORY OF A COMPANY IN THE REPUBLIC OF SERBIA

Dabović D. Dušan

Ministry for Agriculture, Forestry, and Water Management, Belgrade, Serbia, ddabovic@minpolj.gov.rs

***Summary:** At the international level, the property inventory of a company is regulated by the International Accounting Standard 2. In Serbia, the property inventory of a company is regulated by the Law on Accounting and Audit, and by the Book of Rules on the way and terms of doing inventory and adjustment of the book state with the real state. The Law determinates an obligation of a company to make the property inventory and the Book of Rules closer regulates the way and the performing of the property inventory procedure. In the property inventory procedure in modern states, there are new technologies to be used, respectively marking goods and basic assets by barcodes and barcodes sensing by special laser reader "barcode scanners".*

***Key words:** property ,inventory, barcode, accounting standard*

1. INTRODUCTION

Implementation of new technologies in all aspects of business becomes more and more important in the modern world. Therefore, implementation of new technologies, especially the technology of barcode, and laser scanners, becomes widely spread in the process of property inventory of a company, throughout the developed countries. At the international level, the property inventory is regulated by the International Accounting Standard 2 (IAS 2). In Serbia, the property inventory of a company is regulated by the Law on Accounting and Audit [OJ of the Republic of Serbia, No. 46/2006, 111/2009] (henceforth referred to as the Law), and by the Book of Rules on the way and terms of doing inventory and adjustment of the book state with the real state [OJ of the Republic of Serbia, No. 46/2006, 106/2006] (henceforth referred to as the Book of Rules). In the Serbian market, there are various models of barcodes, and barcode scanners, which could be used in the process of property inventory of a company.

2. INTERNATIONAL ACCOUNTING STANDARD 2

The objective of IAS 2 is to prescribe the accounting treatment for inventories. It provides guidance for determining the cost of inventories and for subsequently recognizing an expense, including any write-down to net realizable value. It also provides guidance on the cost formulas that are used to assign costs to inventories. Inventories include assets held for sale in the ordinary course of business (finished goods), assets in the production process for sale in the ordinary course of business (work in process), and materials and supplies that are consumed in production (raw materials). [IAS 2.6] However, IAS 2 excludes certain inventories from its scope: [IAS 2.2] work in process arising under construction contracts; financial instruments; biological assets related to agricultural activity and agricultural produce at the point of harvest. Also, while the following are within the scope of the standard, IAS 2 does not apply to the measurement of inventories held

by: [IAS 2.3] producers of agricultural and forest products, agricultural produce after harvest, and minerals and mineral products, to the extent that they are measured at net realizable value (above or below cost) in accordance with well-established practices in those industries (when such inventories are measured at net realizable value, changes in that value are recognized in profit or loss in the period of the change); commodity brokers and dealers who measure their inventories at fair value less costs to sell (when such inventories are measured at fair value less costs to sell, changes in fair value less costs to sell are recognized in profit or loss in the period of the change). Inventories are required to be stated at the lower of cost and net realizable value (NRV). [IAS 2.9]

Cost should include all: [IAS 2.10] costs of purchase (including taxes, transport, and handling) net of trade discounts received; costs of conversion (including fixed and variable manufacturing overheads); and other costs incurred in bringing the inventories to their present location and condition.

Inventory cost should not include: [IAS 2.16 and 2.18] abnormal waste; storage costs; administrative overheads unrelated to production; selling costs; foreign exchange differences arising directly on the recent acquisition of inventories invoiced in a foreign currency; interest cost when inventories are purchased with deferred settlement terms. The standard cost and retail methods may be used for the measurement of cost, provided that the results approximate actual cost. [IAS 2.21-22] For inventory items that are not interchangeable, specific costs are attributed to the specific individual items of inventory. [IAS 2.23] For items that are interchangeable, IAS 2 allows the FIFO or weighted average cost formulas. [IAS 2.25] The LIFO formula, which had been allowed prior to the 2003 revision of IAS 2, is no longer allowed. The same cost formula should be used for all inventories with similar characteristics as to their nature and use to the entity. For groups of inventories that have different characteristics, different cost formulas may be justified. [IAS 2.25]

NRV is the estimated selling price in the ordinary course of business, less the estimated cost of completion and the estimated costs necessary to make the sale. [IAS 2.6] Any write-down to NRV should be recognized as an expense in the period in which the write-down occurs. Any reversal should be recognized in the income statement in the period in which the reversal occurs. [IAS 2.34]

IAS 18 Revenue, addresses revenue recognition for the sale of goods. When inventories are sold and revenue is recognized, the carrying amount of those inventories is recognized as an expense (often called cost-of-goods-sold). Any write-down to NRV and any inventory losses are also recognized as an expense when they occur. [IAS 2.34]

Required disclosures: [IAS 2.36] accounting policy for inventories; carrying amount, generally classified as merchandise, supplies, materials, work in progress, and finished goods. The classifications depend on what is appropriate for the entity; carrying amount of any inventories carried at fair value less costs to sell; amount of any write-down of inventories recognized as an expense in the period; amount of any reversal of a write down to NRV and the circumstances that led to such reversal; carrying amount of inventories pledged as security for liabilities; cost of inventories recognized as expense (cost of goods sold). IAS 2 acknowledges that some enterprises classify income statement expenses by nature (materials, labor, and so on) rather than by function (cost of goods sold, selling expense, and so on). Accordingly, as an alternative to disclosing cost of goods sold expense, IAS 2 allows an entity to disclose operating costs recognized during the period by nature of the cost (raw materials and consumables, labor costs, other operating costs) and the amount of the net change in inventories for the period). [IAS 2.39]

3. LEGAL FRAMEWORK: BASIC PROVISIONS

According to the Article 18. of the Law, adjustment of transaction and the main book state with the diary and auxiliary books with the main book are to be done before the property and obligations inventory making and before compiling the annual financial reports. In this, the legal person, i.e. entrepreneur performs the property and obligations inventory and adjusts the state of the books with the state of the inventory at the end of the business year.

However, by the General Act, the legal person, i.e. entrepreneur can lay down longer periods for the books, movies inventory, photos or archives inventory therewith those periods cannot be longer than 5 years. Exceptionally, the legal person i.e. entrepreneur can provide by the General Act performing the inventory of the certain property during the year.

Apart of the property and obligations inventory, the legal person i.e. entrepreneur performs the inventory and the state adjustment when the bookkeeper transfers his/her duties, when changes of products and goods prices occur in shops, during the status change, while opening i.e. closing of the legal person regular liquidation and bankruptcy as well as in other cases envisaged by the law. The way and terms of the inventory

performing and adjustment of the book condition with the real condition lays down the Minister of Finance [Article 19. of the Law].

The way and terms of performing the property and obligations inventory and adjustment of the book state with the real state determined by the inventory, are to be lay down by the Book of Rules. The legal person, i.e. entrepreneur performs the annual property and obligations inventory according to the state recorded on the December 31st of the year for which the inventory is being performed. The property which is the subject of the inventory, relates to: intangible investments, real estate, investment real estate, plants, equipments, biological agents, stock of material, unfinished production, finished products and goods, fixed assets intended for sale and assets of business which is being stopped, financial placements and receivables as well as cash equivalents and cash. If some other legal persons posses the property of some economic entity, the legal person i.e. entrepreneur who holds the property is obligated to make a special census inventory of that property which is to be delivered to the legal person i.e. entrepreneur-owner of those assets [Article 2. of the Book of Rules].

Also, the legal persons and entrepreneurs performs the inventory and adjustment of the state when the bookkeeper transfers his/her duties, when changes of products and goods prices occur in shops, when status change occurs, while opening i.e. closing the process of the legal person and entrepreneur regular liquidation and bankruptcy as well as in other cases according to the Law. In accordance with his/her General Act, the legal person forms a required number of permanent or temporary committees in purpose of making the property and obligations inventory, determines the time in which the property inventory is to be done and determines the time for inventory and terms for delivering report on finished inventory to the legal person competent authority. Those persons who handle with the property i.e. those one who are charged for the property which is to be inventoried, cannot be a part of the committee.

The committee is allowed to engage an expert for estimating the quality and value of certain kinds of property and obligations. The small legal person and entrepreneur property and obligations inventory can be done by one person, on the way and in terms set forth in this Book of Rules [Article 3-6 of the Book of Rules].

4. THE WAY OF THE INVENTORY PERFORMANCE

The persons who handle with the property and their immediate managers are obligated, no later than the day determined for the inventory beginning, to perform required preparations in order to make the inventory easier, faster and more correct. The inventory committee is obligated, before the start of the inventory, to make a plan according to which the inventory is going to be performed. Before the start of the inventory, the legal person delivers a decision on the members appointment of the committee for inventory and the work plan to an Internal Auditor, to the supervisory board or to the board of auditors, if it exists, and if, according to the Law, it is obligated to be a subject of an audit- it must be delivered to the enterprise for audit with which that agreement on the audit is concluded. Before the start of inventory, the committee can be given by the lists with nomenclatural numbers, titles, kinds and units of measures of the property which is to be inventoried. The Book of Rules lays down that data from bookkeeping i.e. from appropriate records on amounts can't be given to the committees for inventorying before the real state is entered in the census lists and before the members of the committee sign those lists [Article 7-8 of the Book of Rules].

The inventory includes: determination of the real amount of the property which is to be inventoried by measuring, counting, estimating and similar processes, then closer describing of the property lists, as well as entering data into the census lists; entering the natural changes into the census lists, changes which are to be formed in the period of time before and after the December 31st of the year for which the inventory is to be performed and resuming to the state on the December 31st of that year: entering of the book natural condition of the property into the census lists: determination of the natural differences between the state determined by the lists and the book state: entering the prices of the property listed; a value calculation of the property listed; assembling the report on the inventory performed. Exceptionally, the legal person i.e. entrepreneur who keeps track of the evidence on entrance and exit of the property, as the state according to the inventory on the December 31st can inventory its book state on that day, on condition that the inventory of the property is done during the year and that all surpluses and deficits, determined by that inventory, are booked according to decision of the legal person i.e. entrepreneur competent body. Determination of differences and value calculation after the natural inventory can be performed using the computer, followed by printing of the census lists that are signed by the members of committees for the inventory. Undamaged property in original packing is inventoried according to declared marks and papers (invoices, delivery notes, receive notes and similar). The amount of bulky and mealy material, intermediate products, products and goods (for example cement, liquid fuels and similar) can be estimated based on the volume, specific weight or in another suitable way. The property whose value is reduced because of some kind of damage,

breakdown, obsolescence and similar reasons, is to be entered in the certain census lists or in the certain columns of the census lists in order to make easier determining of surpluses and deficits. The property which, on the day of inventory, is not found as the legal person's i.e. entrepreneur's belonging (the property on the road or in abroad, the property which has been given to be lent, kept, repaired and similar) is to be entered in the special census lists, based on authentic documentation, if till the day of finishing the inventory the census inventory are not given by the legal person i.e. entrepreneur who holds that property. The inventory of cash equivalent and cash in the cash office, securities and foreign means of payment are to be performed by counting according to denomination and by entering of determined amounts into the certain census lists. Cash and securities which are on the accounts and securities accounts are to be inventoried based on the statement on the state of those assets on the December 31st of the year for which the inventory is performed. The inventory of financial placement, claims, and obligations is to be done according to the state in the business books, under condition that their adjustment with debtors and creditors is done at least once a year and that there is an authentic document. Financial placements, claims and obligations which doesn't have regular documentation are to be showed in the special census lists [Article 9-12 of the Book of Rules].

5. THE REPORT ON THE INVENTORY PERFORMED

There is the report on the inventory performed to be assembled and it contains: the real and book state of the property and obligations; differences between the real state determined by the inventory and the book state; causes of discrepancy that is to be occurred between the state determined by the inventory and the book state; proposals for determined differences liquidation (clearance of shortages and surpluses appeared on the basic of changes, the way of compensation of shortages and surpluses incoming, obsolete claims writing off, incoming of obsolete obligations etc.); the way of book entry; observations and explanations of the persons who handle i.e. who are charged by material and financial assets on determined differences as well as other observations and proposals of the committee for the inventory. The committee delivers the report to the competent body of the legal person, the Internal Auditor, the supervisory board or to the board of auditors- if it exists, and if the legal person, according to the Law is under an obligation on mandatory audit- it has to be delivered to the enterprise with which that agreement on audit is concluded, no later than 30 days before forming the annual financial report, i.e. no later than 30 days after the inventory finished during one year. For the accuracy of the inventory and the report are the members of the committee to be responsible. The legal person competent body i.e. entrepreneur discusses the report on the inventory performed in presence of the president of the committee for the inventory i.e. in the presence of the person from the article 6. of this Book of Rules, the Internal Auditor, the supervisory board or the board of auditors, if it exists, as well as in the presence of the person who is charged by the legal person i.e. entrepreneur to keep track of the business books as well as to form the financial reports and to make decisions on proposals of the committee for the inventory. The legal person management body i.e. the entrepreneur makes a decision (within a legal deadline) on adoption of the report on the inventory performed. The report on the inventory performed, together with the census lists and decisions of the legal person competent body i.e. the entrepreneur, has to be delivered for booking entry because of adjustment of the book state with the real state [Article 13-14 of the Book of Rules].

6. A NEW TECHNOLOGY (BARCOD) IMPLEMENTATION IN THE PROCESS OF THE PROPERTY INVENTORY

In the process of the property inventory in modern countries, there are the barcode marks and appropriate laser readers (scanners) to be used. Barcode is a meaningful number of dark lines and light intervals which provide the logical business information on some product to be read by electronic equipment. It ensures the price of the product to be read quickly and easily, as well as data on product, inventory, control of supplies, determination of the tax obligations etc.. As a symbol, barcode is to be placed directly on the packing or on the label and, so identified product goes to the distribution network, through the channels in the wholesale to the place for sale in some shop, where it's scanned or read by appropriate equipment and where it's to be decoded and formed into the logical business information which is recognizable to the human eye. Briefly, barcode is an identification number (ID) of an article, that ID is coded in barcode and that data is used by computer in order to find some specific information which is given to that ID. Barcodes cannot be read by computers. In order to make possible for computers to use information contained in barcode, barcode data have to be scanned and transposed into data which are possible to be used by the computer. A device which

“reads” or scans barcode information and sends them to the decoder is well known as “barcode reader” or as “barcode scanner”.

An American Company PSC produced the first reader of the strip code in the middle 70's of the last Century and even at the beginning of using of that device, there was a revolution to appear in the way of leading business. Typical equipment for barcodes reading is contained of scanner, decoder and cable connecting the decoder and the computer. The scanner scans the barcode and “pictures” thin lines and spaces on the barcode and sends them to the decoder. The decoder transforms those thin lines and spaces into an appropriate electrical signal and sends those data into computer in the shape of classical data format. The barcode scanner may have an incorporated decoder or not to have it at all. The barcode scanner with no decoder requires a separated device named interface that in fact is the decoder.

There are some types of barcodes to be found: barcode readers in the shape of the pen (barcode stick), laser barcode scanner, CCD (Charge Couple Devices) barcode scanner and barcode scanner based on the camera etc.. The range of the scanners available on the Serbian market is very wide, starting from portable models for using in the storehouses, towards bigger devices which are usually to be seen on cash desks in hypermarkets.

7. CONCLUSION

It is highly recommended to use the technology of barcodes and laser scanners in the process of property inventory of a company. In the Serbian market, there are various models of barcode signs, and laser readers. In Serbia, the property inventory is regulated by regulated by the Law on Accounting and Audit, and by the Book of Rules on the way and terms of doing inventory and adjustment of the book state with the real state. At the international level, the property inventory is regulated by the International Accounting Standard 2. In Serbia, the property inventory of a company is regulated by the Law on Accounting and Audit, and by the Book of Rules on the way and terms of doing inventory and adjustment of the book state with the real state.

REFERENCES

- [1] International Accounting Standard 2. Available on Web site: <http://www.iasplus.com/standard/ias02.htm>
- [2] Law on Accounting and Audit [OJ of the Republic of Serbia, No. 46/2006, 111/2009].
- [3] Book of Rules on the way and terms of doing inventory and adjustment of the book state with the real state [OJ of the Republic of Serbia, No. 46/2006, 106/2006].
- [4] What is barcode (in Serbian)? Available on Web site: <http://www.serviceplus-it.com/sr/tekstovi/96-pitanja-vezana-za-barkod->

ROLE OF HUMAN CAPITAL IN KNOWLEDGE ECONOMY

Danilović E.¹ Zirojević D.²

¹Ministry of Internal Affairs of Republika Srpska, Banja Luka, Bosnia and Herzegovina,
evelina.danilović@gmail.com

²Cordia, Banja Luka, Bosnia and Herzegovina, zirojevicdragana@gmail.com

Summary: *Under increasing pressure from the process of globalization there has been a series of changes in technology, economy, politics and society. These changes have greatly affected the world economy and business environment organizations. Traditional organizations have experienced changes in technological processes, which in turn have caused change in qualification structure of employees from physical to mental. 21 century's new economy, called the knowledge economy as well as giving priority to knowledge as a source of added value and a basic resource and driver of economic development. So the capital that until recently represented the most important economic resource for achieving competitive advantage is replaced with knowledge and time and human capital. Collective knowledge of the organization is its intellectual capital, its remarkable potential by which the organization can increase its market value in the global economy.*

Key words: *knowledge, human capital, intellectual capital, new economy, competitiveness.*

1. INTRODUCTION

Scientific and technological development has always directly determined economic development. In the course of historical development of human society the role of science is constantly changed, and thus the role of the man who is the main driver of change.

Parallel to the process of globalization, a new field of knowledge-based economy has emerged, information and service industry, where the dominant role belongs to high-tech industry with low material and labor intensity and high cost of scientific research in the added value, and branches that deal with software support, system integration and so on. Globalization, a high degree of deregulation in telecommunications, energy, financial services and transport, and rapid progress of information and communication technologies have influenced the transition to a knowledge-based economy. Business practices and principles that are characteristic of the previous industrial era, in which the emphasis was on the structure, technology, systems, processes and manufacturing, finance, are inappropriate for today's business environment, because the new way of doing business focuses on a variety of human knowledge, abilities and skills.

Dominance of corporate entity in today's economy suggests that each organization has put the task of training the ability of permanent monitoring of changes in the environment, to create a company's assets for future time. This implies that the organization should not be based on already acquired or comparative advantages, but must be actively engaged in creating their competitive advantage. The bases of modern competition are quality, flexibility, specialization, the organization and its human capital, diversification, reliability, and inclusion in business clusters. To make the organization fit for the new global rules, it is necessary to invest in improving productivity, the credibility of the products using accepted international certificates, introducing new product lines and expanding markets. Experience shows that it is necessary to adopt a new strategy that will be focused on investing in invisible assets, in its intellectual capital.

We can conclude, in order to make it dominant in the new conditions of the global world market, the organization is obliged to find new sources of economic wealth, and thus long-term competitiveness in the market in human knowledge, innovation and new ideas. Many experts point out that these intangible resources of each organization are the most important source of its additional and newly created value. Knowledge, innovation, new ideas, information, and the art of moving boundaries affect the economic and social growth and development, and thus become a key resource to wealth and production.

2. TRANSITION TO A KNOWLEDGE ECONOMY

In the development of civilization there is a clear shift of key factors from land management in the area of agriculture, through the capital in industry, to the knowledge and the man in the information society. Knowledge economy brought about a shift in the understanding of the traditional economy, changing the priority from market and economic assets to knowledge. So the competitive advantage moves from physical to mental, from visible to invisible, or, as many people point out, from intangible to tangible.

The complexity, variability and uncertainty of the modern world are a permanent source of persistent problems in the business world. Only qualified people recognize their opportunities for development, and it is therefore necessary, through education programs, to respond to the questions of how to observe, acquire and develop human resources that will become the human capital in the organization.

Most economic theorists and practitioners still rely on markets and economic good, and then the theorists interpret the results of their model which deviate from the expected as anomalies and are trying to ignore them, but practitioners remain disappointed with the poor return of investments. According to Brian Arthur, "there are more and more anomalies because the invisible hand of market forces suffers from arthritis". Now there is a real danger that rigid economic deduction that we have applied in the industrial society, we might apply to the new information society. Traditional Newton's model and pure economics are based on the firmly embedded objects and strict determinism in the social sciences, by which they successfully solved problems of industrial society, which are insufficient to resolve the problems of information society.

With the help of a knowledge-based economy, instead of the dominant law of increasing returns, with a smaller return on investment in physical capital, there comes the law of increased return from the investment of resources in intellectual capital.

Therefore, we can talk about knowledge economy when capital investments are replaced by investment in knowledge as a basic factor of economic growth. However, it is logical to question whether the investment in knowledge is sufficient to achieve economic growth! The aim has always been to find out why some countries are rich while others remain poor. The essence of the knowledge economy is in the capitalization of knowledge, and the functional connection of research and scientific resources to other parts of the socio-economic system in order to create new technologies and innovations, i.e. products, processes and services that are competitive on world markets, is at the very basis of the knowledge economy.

It is necessary to create such conditions and the organizational, institutional and socio-cultural environment which will enable to invest in knowledge and create new value. So, it is necessary to understand that investment in knowledge is investment, not consumption of budget.

Knowledge economy is realized through a well-planned social and political action, and through system planning and encouraging the growth factors which represent the foundation based on knowledge and its use.

3. WHAT IS INTELLECTUAL CAPITAL?

Traditional economic theory used to deal with the study of capital as visible resources (land, office buildings, factories, technology, equipment and financial capital), while in recent years economists have expanded their views and research to other forms of capital, the invisible resources (knowledge, ideas, imagination, image, brand, satisfied and loyal customers). The most important element for the growth and development of an organization are human brains, instead of their hand. Thus, the key property of the new economy are capable employees who bring new ideas, create value and enhance business organizations.

By Thomas Stewart intellectual capital is a thermonuclear weapon today. Definitions and interpretations of intellectual capital are different, but it represents the overall knowledge in the organization that contributes to competitive advantage in the market.

Also, it represents all business factors that are not explicitly reflected in the financial statements, but create added value and significantly influence the long-term profitability and competitiveness of the organization. Intellectual capital represents the collective power of the mind. Today, intellectual capital creates about 80% of the economic values of contemporary organizations.

In fact, intellectual capital is human knowledge as a dynamic process, but only when the knowledge and intelligence are applied and changed into something worthwhile for the organization and its customers, knowledge becomes a valuable asset, i.e. its intellectual capital. In contrary, this knowledge only remains unused intellectual potential.

A complete and unique definition of intellectual capital is not yet available, but it has a defined structure. In the following table, Table 1, there is a comparative overview of the basic interpretations of intellectual capital that shows that, according to these authors, the differences are in details, not the essence.

Author	Structure of intellectual capital
E. Brooking	market assets, intellectual property, human assets and infrastructure assets
T. Stewart	human capital, organizational capital and customer capital
P. Doyle	Technological assets, strategic assets, reputational assets, human resources and organizational culture
J. Hope and T. Hope (in: Mašić 2004)	a) External structure: branding, consumer aspects (consumer confidence, sales and distribution channels) and contracts, b) internal structure: intellectual property (patents, rights, licenses, trademarks), infrastructure (processes, models, communication systems, database) and culture, and c) abilities: people skills (knowledge, experience, training, methods of training), ability to learn and solve problems and management skills (leadership, entrepreneurship)
Scandia Future Centre	human capital (skills, attitude, intellectual agility) and structural capital (links with the environment, organizational development and capacity).

Table 1: Comparative overview of the basic interpretations of intellectual capital¹

At the present time, intellectual capital is becoming the most important factor of production which moves all other production factors.

Most famous division of intellectual capital was developed by Leif Edvinsson, as well as the model of intellectual capital monitoring called Scandia Navigator.

Most theorists agree that intellectual capital includes:

- Human capital
- Structural or organizational capital and
- Relational or consumer capital.

4. IMPORTANCE AND ROLE OF HUMAN CAPITAL IN CREATING COMPETITIVE ADVANTAGES OF THE ORGANIZATION

Human capital is the driving force of intellectual capital. It represents the ability of employees to use solutions aimed at meeting customer expectations, and it consists of their knowledge, abilities, skills, work experience, self-initiative, the ability of innovation, creativity, flexibility and adaptability, problem solving ability, motivation, satisfaction, learning ability, the ability of team work, and more. All of these elements of human capital are mutually related and together lead to success. In addition, it is necessary for human capital to know how to set the right goals at the right time, and have the ability to recognize signals from the external environment in which they must respond quickly turning them into:

- *Innovations* that are the result of the creative process. They represent the application of new, better, more important ideas, processes or services, which have a beneficial use;
- *Imitations*, as one of the most effective ways of adoption of different skills, or
- *Materializations* or the ability of turning ideas into concrete products, services, processes.

It is important to know that employees themselves are not human capital of an organization, and they become one only when they turn their knowledge and skills into acts that are consistent with the strategy of the organization and that contribute to the creation of tangible and intangible value to the organization in mind: the added value, new clients, more efficient work, more profitable, new or improved product, a better image of the organization, and more.

¹ Sources: Mašić, B.: *Knowledge Management*, zbornik radova, Beograd: Univerzitet „Braća Karić“ – Fakultet za menadžment. (2004) and Edvinsson, L.: *Korporacijska longituda – Navigacija ekonomijom znanja*, DIFFERO, Zagreb. (2002),

Human capital consists of:

- *Skills*, which represent professional, social and commercial ability of employees;
- *Relations* with the aim of creating value, and
- *Values* that make clear what employees find really valuable in their organization, and through them they influence the ways and forms, tools and working staff.

Starting from the fact that human capital is the main source of competitive ability of the organization in the market competition, employees, their needs, motivation and satisfaction become, or should be, a priority of organization and management of human resources. By recognizing the needs, motivations and desires of each employee, it is possible to motivate the activities that will contribute to the strategic goals of the organization. The success of the organization is based on the expertise and motivation of managers and all employees who have so-called "hidden knowledge". These are intellectual workers who bring profit to the organization, they are highly educated and continually invest in their skills, participate in solving problems assigned to them with a high degree of autonomy and responsibility, they are flexible and adaptable, self-confident and adherent, diligent and highly motivated to work and success of the organization. In fact, this hidden knowledge tends to be unique and very demanding for imitation, and as such cannot be bought at the market and immediately used. Characteristics that this resource must meet in order to have the potential that provides competitive advantages to the organization are:

- Must have a value in the form of the capacity of the resource to know to use the advantages and/or neutralize threats from the environment;
- Must be rare among current and future competitors of the organization;
- Should not be such that it is possible to perfectly imitate
- There should not be a substitute that has the same value, which is not rare and that it is possible to imitate.

The organization should strive to turn this hidden knowledge into a clear, critical, materialized knowledge, which will be its property and blend it into its structural capital. It remains in the organization when all employees go home after a work day and makes organizational systems, procedures, practices, databases and organizational culture. Structural capital includes systems and an organization that enables the optimal use of available resources is able to create value more effectively.

Research shows that only a permanent investment (in the form of education and vocational training) in the human capital, along with new investment in production technology, can provide long-term success and competitiveness of organizations in the domestic and global markets.

Every organization has the knowledge, skills, values and their recognition that the market could turn into a value. If the management of these resources can contribute to competitive advantage, raise productivity and increase market value, then it is no longer a choice, but a necessity. Therefore, it is clear that it is necessary to manage human capital, and in doing so find the best ways.

By properly managing intellectual capital, and thus human capital as its integral part, business processes become more efficient, market value of the organization and the product increases, communication becomes more successful, there is a better exploitation of resources, the ability to create value increases, the public image of the organization is improving, employees become motivated to work, and consumers are satisfied with the products or services.

In order to increase the efficiency of the organization, it is necessary to increase the creation of value. It can be achieved by increasing the amount of knowledge in the products or services, continuous investment in staff and taking leadership roles in the market. When these conditions are met, there is a steady growth of added value, by which the future of the organization and job security of its employees are ensured.

Intellectual capital is the knowledge of employees, which they convert to values on the market. They can be very smart people on the market, but if you fail to transform their knowledge when necessary and in time, they or their organizational knowledge must be sold on the market and then their knowledge cannot be called intellectual capital. Then, they may be only a potential.

By long-term planning, quality employees make a profit and bring success to the organization in the united system of doing business. Human capital is the most changeable of the elements of intellectual capital, and it is therefore very important to keep it in the organization, connected with its other elements (structural and capital spending), as long as possible. In this way the loss of one or two individuals will not result in loss of competitive advantage of an organization.

Competitive ability can be achieved by synergic operation of all elements of intellectual capital and knowledge management in an organization. If an organization wants to create a competitive advantage, it needs to determine appropriate ways to produce it. Sources of competitive advantage have changed in the

new economy. In Table 2 there is an overview of different sources of competitiveness in the so-called old and the new economy.

SOURCES OF COMPETITIVE ADVANTAGES	
OLD ECONOMY	NEW ECONOMY
<ul style="list-style-type: none"> - price - simple differentiation - lower production costs 	<ul style="list-style-type: none"> - brands - image of the organization - patents - trademarks - standards and design (as forms of intellectual capital) - relations with employees, customers/clients, suppliers and other business partners

Table 2.: Sources of competitive advantages – old vs. new economy

The goal of every organization is a sustainable competitive advantage that leads to outstanding profit which provides its self-preservation, steady growth and development. It is the result of continuous and successful use of the intellectual, and thus of human capital, in the organization.

5. CONCLUSION

Science and technology are the responsibility of institutions which have appropriate means for that and represent a specific organ of the system. Between man and nature is technology, and between technology and people there is economy and the whole system.

Globalization and innovations in technology have significantly changed the rules of the game in the world market and have introduced changes in the business orientation of organizations.

Knowledge, information, skills, innovation are revolutionary new ideas which move boundaries of social and economic growth and development, and become key assets and production resources. In the last few years new economy has introduced significant changes in the organization, both in the organizational structure, as well as organizational culture, processes, business practices, internal and external communications, caused by the development of information technology and artificial intelligence. The most significant changes occurred in the theoretical recognition of knowledge as a key economic resource. Today, the capital assets needed to create wealth are not land, labor, machinery, tools or factory; instead, it is human capital, and subsequently, intellectual capital. Human capital is the main driver of innovation, value creation and competitiveness in a knowledge-based economy. Organization's intellectual capital is its vital strategic asset or an asset which defines its business performance. Effective management of intellectual capital is critical for the competitiveness of an organization in modern conditions.

The development of human capital should be regarded as a development of the new wealth of a nation.

REFERENCES

- [1] Barančev, V. P. Upravljenje znanijami v inovacionnoj sfere, Moskva: Blagovest-B. 2007.
- [2] Edvinsson, L., Korporacijska longituda – Navigacija ekonomijom znanja, DIFFERO, Zagreb. 2002.
- [3] Klein, D.A., Prusak, L., Characterizing intellectual capital, Center for Business Innovation Ernst & Young LLP Working Paper, March, 1994.
- [4] Mašić, B., Knowledge Management, zbornik radova, Beograd: Univerzitet „Braća Karić“ – Fakultet za menadžment, 2004.
- [5] Miličević, V., Značaj intelektualnog kapitala i menadžmenta znanja za novu ekonomiju, zbornik Knowledge Management, Beograd: Univerzitet „Braća Karić“ – Fakultet za menadžment, 2004, 48-57.
- [6] Nerdrum, L., Erikson, T., Intellectual capital: a human capital perspective Emerald Group Publishing Limited, 2/2001. Journal of Intellectual Capital,
- [7] Stewart, T., Your Company's Most Valuable Assets: Intellectual capital, Fortune Vol.130, No 3, October, 1994,
- [8] Sundać, D., Znanje - temeljni ekonomski resurs, Ekonomski fakultet Rijeka, Sveučilište u Rijeci, Rijeka, 2002.
- [9] Švarc, J., Sustavsko mišljenje i proces integracije Hrvatske u Europsku uniju : Zbornik, Strategija i znanje, Zagreb : CROSS, 2006.

ENDING THE CRISIS – THE RICH PEOPLE MADE PROFIT AGAIN

Dedović Mihailo

Higher School of Professional Economic Studies Peć - Leposavić, Serbia, mihailo_dedovic@yahoo.com

***Summary:** The traditional cliché that the rich are richer and the poor are poorer, seems is no longer valid. The crisis affects both, because these days everyone now have less than they were having yesterday, the only difference is that one of them lost a lot, while others - have nothing to lose. This study analyzes the time after the crisis, where the owners of large capital have opportunity to increase their wealth at very favourable terms with no risk.*

***Key words:** crisis management, clients, personal bankruptcy, charge card*

1. INTRODUCTION

We live in difficult and exciting time. This is not only the economic crisis but also change of the way of thinking on global economy. However, the crisis is at the same time and chance. The crisis can be used for fundamental changes, for innovation, for the selection of what remains and what cannot survive.

Companies that operate in this time, have much more to know about everything from what to produce to how to behave towards customers. Management of crisis is usually just thinking about reducing the number of employees. Nevertheless, that is wrong. Companies should worry not only about how to preserve profits, but how to save the people! The crisis forced us to review and finding of the new tools that will provide a profitable business. The world has changed, and you must always provide for the people an opportunity and feel that creates a new value.¹

A good manager should know the area that deals with, that has the knowledge, skills, and human virtues. The crisis is the time for partnerships and joint initiatives for active networking, time to keep the best talents because you will need them later. Good managers are very convincing in crisis. They know how to turn a crisis into an opportunity, to make quick and correct decisions, keep the word, speaking things that need to be heard, but so not to offend others, improvise when necessary, and know how to allocate priorities.

The problem is that people often give priority to what is important, not to what is important.

2. THE ESSENCE OF PERSONAL BANKRUPTCY

Although almost all EU countries have a law on personal bankruptcy, in Serbia there is no mention about something like that. Such regulation is often passed when the citizens are overdue, and people in Serbia are not. The law would benefit not only financial institutions but also, for example, retail chains issuing cards for deferred payment. Terms under which one can declare personal bankruptcy vary from country to country. Therefore, when writing the regulations it is necessary to be very careful to avoid abuse. According to some estimates, in Serbia would not be many who would chose such step because of not so great indebtedness. However, in other countries, people largely use this opportunity to get out of the problems.

¹ Zhexembayeva Nadya, Iskristite priliku, ne odbacujte krizu, Magazin Biznis, 47/48.2009.s.41

Since the introduction of personal bankruptcy in October 2008 to last October, in Slovenia 342 people declared personal bankruptcy under which creditors report claims over 48 million Euros. Bankruptcy are usually proclaimed by two groups of borrowers, people who cannot repay their debts due to job losses and other reasons, or entrepreneurs who are poorly operated, and despite the bankruptcy of the company under the law as physical persons remain obligated to pay debts. In the Czech Republic and the United States during the last year, the number of those who declare personal bankruptcy was increased in relation to 2008. Such a law is necessary for Serbia too; regardless the fact people still regularly return their debts to banks.

Since loans are tied to the euro, it is a potential danger. The exchange rate will certainly not be stable. It is useful to have such a law, but the rules of the game must be carefully defined. There may be companies, such as department stores that issue credit cards, so that the law is not only important for financial institutions.

Regulations that allow personal bankruptcy should to protect the debtor, creditors, and the state. The point is that individuals who declare a financial collapse have possibility to retain part of its property, i.e., to be possible to left one part necessary for life and one that gives him an opportunity to generate revenues. Personal bankruptcy administrator then propose to the competent court the sale of the rest of movable and immovable property, as well as repayment of a debt from the debtor's future income over the next few years, usually three to five, but in some countries seven and even eleven years. The rest of the debt court may write off, especially if the debtor is conscientiously settled its obligations. Thus, that makes debtor easier to come out of indebtedness and the creditor to collect at least part of the claim.

This scenario corresponds to the state too, because the borrower becomes a taxpayer again. This feature can be useful for some future assembly tasks. Someone, for example, may conclude a contract with a person who is overdue, which would lead to a situation when collecting of debts would be impossible. Namely, for creditors it is important to have information about the debtor. Law regulates when someone is qualified to declare a bankruptcy. However, that does not mean that abuse is impossible. Returnees are common and personal bankruptcy does not strengthen financial discipline, because if someone knows that in future part of its debt will be written off, there is no point to settle its debt. It is therefore very important that the provisions of the law are valid in order to avoid more abuse.

During the 2010, we should expect further growth of bankruptcy in the world, especially personal. The number of troubled companies in the Czech Republic increased in the first months of this year. Slow recovery of economic growth in major international business partners, continuing unfavourable wage growth in the country, insufficient job creation and continued growth of unemployment had the greatest influence.

Last year in the United States, the application for personal bankruptcy filled 1.41 million citizens, which is 32 percent more than in 2008. American citizens who lost their job decide to sign up by legal "Article 7". It allows liquidation of assets to pay some debts or it release from payment of some debt obligations. On the other hand, applications according to the "Article 13" that forced users to sign debt repayment plan in exchange for the retention of certain personal property were on the rise until November last year 12 per cent and constituted less than one third of the total number of applications. If someone goes bankrupt according to the first article, in the future it will be difficult to get into debt again.²

As the main disadvantages of personal bankruptcy in the UK is alleged automatic closing of the private business, the possibility of loss of houses, cars, blocking all credit cards, notifying all creditors of the financial situation, and the publication of names in newspapers. Among the advantages British distinguish the fact that pressure on the individual is reduced, because practically the bankruptcy administrator controls revenues and expenditures, it is possible to keep part of the property, to start from scratch and already after one year, and part of the debt will be written off.

Politics of personal bankruptcy is not the same in all countries and of the rules often depends how many will be those who will sign the personal financial collapse. In Sweden, the rules are far more stringent than in America, and the number of personal bankruptcies is far smaller. In this country, when someone wants to declare personal bankruptcy, will be considered property of the whole family which is why people often do not decide do to something like this. There are also transparent data on debt of any citizen, which are available to everyone, not just to creditors. As the greater freedom and rights to privacy, the greater possibilities are for abuse.

3. INTEREST FOR POWERFUL AND STABLE, PAYABLE CLIENTELE - A NEW TREND IN CHARGE CARDS SEGMENT AT GLOBAL LEVEL

From the perspective of charge cards businessmen, the wealthy clients are always the best clients. In times of crisis, when large number of users of "plastic" reduces spending or increase the accumulating of debts, so

² Lapcic Vesna, Nismo zreli ni za stecaj, Bankar, februar 2010.s.10.

they become more significant. Consumption of the rich clients is subject to change due to the recession. Others, who have less money, will have to tighten their belts to pay what they previously spent and will not be attractive as customers. Such a trend is confirmed by practice. In the U.S., for example, marketing campaigns revived again at the end of the year, but much more selective than before the crisis, because, above all, richer part of the population

was "the target" this time. In the middle of 2009, the total debt of U.S. citizens was around 960 billion dollars, and some estimates indicate that approximately one third of debts are risk borrowers. Pressed by the wave of recession both the customers and banks find in a vicious circle. First, because in difficult times resorted to cards to pay for necessities, with less and less possibilities to pay debts. To the increase of losses of separate reservations, banks have responded with tighter lending criteria, reducing the number of users, as well as credit limits and awards, to settle losses. Faced with a large number of clients who cannot return the debt, many companies have introduced new and more severe "penalties" on overdue payments, increased interest payments or return of the annual membership fee. Such measures will reduce the number of cards, because customers will keep only those that actually use, instead of paying for those that do not use. There is an ongoing battle for market share, and the most important is the fact which cards client will keep in its wallet, since it is unlikely that they will have as much as two to three years ago.

Of course, there are always opportunities because recession does not affect equally all markets and consumer groups. There are differences even in the wealthy group. According to research of Master Card, only eight percent of well-situated clients, with an annual influx greater than 100,000 pounds, said it does not feel vulnerable to economic crisis. However, one third claims not to spend less than before on luxury brands, while 62 percent spent less. Among customers who annually earn more than a million pounds, 28 percent believe that economic decline has not affected them. Of these, 42 percent said that spends the same and 14 percent spent more than before the crisis buying luxury brands. Differences exist between the markets, for example, customers in Russia are willing three times more to consume in a crisis three times more on luxury than in the UK, and half a smaller number of those who are willing to renounce it.

Focusing at wealthy clients is nothing new and it is logical to address customers from high and higher middle class. Serbian charge card market is almost complete. According to data from NBS regarding to total number of charge cards and payment card transactions, the number of cards amounted to little more than six million, while in the year increased only in the number of debit cards in the third quarter of 2009. The current turnover is 2.8 billion Euros, and total sales could amount to between 3.8 and 4 billion Euros. Number and activity of cards are very close to their optimum and if there is no some significant improvement of living standards of citizens, there will be no increasing in traffic in following years.

Restrictive measures that the NBS conducted to prevent overdue of citizens, proved to be very useful in crisis, but they greatly affect the final sales in the credit card industry. Bearing that in mind, card issuers are turning to richer clients, including direct taking over or "hijacking" of clients, because that is the target group, which largely uses credit cards. Number of cards in arrears, according to data of the credit bureau of the Association of Serbian Banks, increased from the end of last year, more than 50 percent, and the participation of arrears increased from two percent to 3.6 percent.³

	Description	31.12.2008.	31.10.2009.	30.11.2009.	Index	
1	Number of credit cards	1.183.760	1.147.698	1.140.775	96,4	99,4
2	Number of credit cards users	916.756	901.442	896.942	97,8	99,5
3	The amount of allowed limit (millions)	80.739	79.966	81.130	100,5	101,5
4	Used amounts (millions)	42.161	42.784	42.574	101,0	99,5
5	Number of cards in arrears	40.169	62.659	61.002	151,9	97,4
6	Participation of arrears in using	2.0%	3,5%	3,6%		

Table 1: Debt of citizens for credit cards in Serbia

³ Veljovic Stevan, *Novi trend u svetskom karticarstvu*, Bankar, Januar 2010,p.41

All this gives reason to turn to richer clients, which is considered safer and more stable and payable. Marketing of a wide spectrum, addressing all social groups, can be expected only from the "new" players in the market, and the emphasis will be on favorable interest rates. On the other hand, positioned card issuers will focus to users who pay for their cards a long time and who can recognize the difference in quality. If they are focused on small and specific groups, such as large companies, business clients and richer class, the campaigns will not be bulky, but very accurate. In this case, the activity will take place through direct contact and advertising in specialized magazines and TV shows that are facing the target group. When it comes to the products themselves, to richer clients will be offered new and specific products, with a great range of benefits. The emphasis, however, will not be a high credit limit, but the efficiency of service and comfort that are appropriate for this population.

4. U.S.: CRISIS HELPED FINANCIAL POWERFUL PERSONS TO INCREASE CAPITAL

During '30 years of twentieth century, most of the population of the U.S. first felt economic crisis as an integral part of cheerless everyday life, after that, their economic experts explain them terminological specificity of unprecedented misery and poverty, through which they collectively and individually passed through. The crash of the stock exchange caused the complete disintegration of the U.S. financial system, and then the wheel of history started to roll downhill even with greater speed. The great economic crisis engulfed the entire world and lasted almost two decades. Pedantic statisticians who tend to strict classification of all historical events, as the key date that announced major depression consider so-called "Black Tuesday", October 29. 1929, when the New York Stock Exchange has experience a complete collapse, while as the beginning of the end of U.S. recession are considered the reconstruction and construction of the United States immediately after World War II.

Eight decades later another global economic crisis appeared strictly controlled by politicians, financial experts, and international media. Contemporary chroniclers as the central date of the new financial agony took 15. September 2008, when the U.S. government refused to provide necessary financial assistance to the company Lehman Brothers, which officially bankrupted with unprecedented media hysteria. New York Stock Exchange reacted immediately, and already in Monday, in the eve of the opening, the Dow Jones industrial index fell for the whole 320 points. Panic was very quickly transferred to the European stock exchanges, whose indexes fall up to eight percent. On Tuesday 16. September, when it looks like the situation is gradually calmed, reports of the stock market witnessed huge financial troubles in one of the largest insurance companies in the world.

When the concepts of economic crisis, recession, financial depression, became integral part linguistic-media everyday events of average citizens of America, there has been an unexpected turn. On the anniversary of "the official entry into force" of the big financial crisis in the U.S. an aggressive media campaign, seasoned with unrealistic optimism has followed. The crisis has clearly indicated the need to urgently find solutions to the structural weaknesses of the financial system, especially with the way the government set rules and oversee their implementation.

Unlike some, not so ancient times, when the economic crisis hit the national and regional economy, this process lasted for years, and often decades. Generations of students of economic faculties worldwide, have studied recession as a very serious problem and very complex economic process. According to the latest interpretations of the crisis through which American economy passed during the last year, it seems to be a syndrome of fast food and instant culture and economy, gradually spread. At the global science level, so far it is unprecedented that a country with the most complex financial system in the world for only twelve months passes from the collapse of the road to full economic recovery. Obviously, there is a first time for everything. A small number of economic analysts from the beginning have persistently tried to prove the indisputable truth that the great economic crisis was artificially induced to some extent, and that the financial powerful persons served as an effective tool to increase capital for the umpteenth time. It also helped the establishment to permanently get rid of the American trade unions, while the middle class was economically destroyed and humiliated. Conspiracy theories are certainly not popular, but the figures are so merciless. In late August 2008, when the official version of the recession officially became part of American reality, the value of the Dow Jones index was an unseen 11.020 points. No one was selling shares, expecting their further growth. Peaceful days of retirement were smiling to representatives of baby boom generation, as the pension and mutual funds noted the fantastic growth. When Ministry of Finance declared the crisis, in the middle of 2008, dizzying drop of capital stock value started. Parallel with the hand-over of power, a unique opportunity at very favorable terms for a short time without great risk for increasing their wealth was provided to owners of large capital. The loss of political power was compensated by multiple large financial incomes. The fact that

the industrial index these days reached a value of 9.683 points support this, and judging by the stock exchange developments, it is expected further increase of Dow Jones in the future.

For a whole year we hear the story how the problems with mortgage loans would seriously undermine the functioning of the U.S. financial system. The truth is a different. According to the latest census in April this year, the U.S. has 130 million registered households. According to official data of federal institutions, about 55 million families live in homes and flats for which repaid the housing and mortgage loans. Number of households having troubles to pay monthly obligations due to unemployment or due to unfavourable credit conditions, reached astonishing 13 millions. Number of seized houses in the same period (September 2008 - August 2009) was 1.4 million, which is less than 3 percent. With sincere sympathy for the tragic aspect of the newly created situation, one should recall that the driving force of the American economy still makes the remaining 97 percent householders who still live in their homes.⁴

Currently the largest and undoubtedly the most serious problem U.S. population is facing is the unemployment rate, which is in America dramatically approaching to the figure of 10 percent. By comparison, in September 2008, the unemployment rate was 6.1 percent in February; the number of unemployed reached 7.7 million, while on the day of "official" end of the recession September 15, 2009, without work still was more than 14, 9 million Americans.

5. POOR, BIG RICH PEOPLE

Forbes Magazine, who meticulously and continuously measures the temperature of the global accounts, particularly American tycoons, in the latest report from the domestic courts, shows that the club encompassing 400 of the well-situated Americans in the past 12 months, while the world economic crisis was at its peak, stayed thinner for no less than \$300 billion. Instead of 1.7 billion, how much they collectively had in October 2008, they now have only 1.4 thousand billion. This is the first time that they reduce the wealth in the last seven years, and the fifth time since 1982, when the world was shocked by mild oil crisis, which, according to this financial storm, was only a light breeze.

Nevertheless, the situation is not the same for all - minorities, 86 of 400 is in the same or even better situation than last year. 32 lose its membership in the club, and in the old society returned 16 former partners who were temporarily eliminated, and the same number was received. Because of the crisis, tickets are cheaper too. It was 1.3 billion, and now is only 950 million.

The second man of the top list, the famous financier Warren Buffet suffered the greatest because it was shortened for 10 billion, so now everything he owns is only 40 billion worthy - only ten billion less than the nominal gross national product of Serbia.

Already 16 years in a row, the richest man on the planet, Bill Gates, had more chance. Shares of the Microsoft felt, where he no longer has any operational position, decreased its balance for about seven billion. Above all, the first ten collectively are impoverished for 39.2 billion. Millions, billions - as abstract as it sounds, not only to us, but for many Americans too. How much is 300 billion dollars, for how many years the wealthiest Americans were deprived?⁵

According to one calculation, that is the overall economy of the whole country like South Africa, with an area 15 times greater than Serbia and more than six times greater number of people (49 million). This amount could be fund 8571 trips in space, each lasting ten days. It will be enough to satisfy the scholarship for study at Harvard for 2,225,783 students. In addition, it would be enough to stay 32.877 years in one of the most luxurious hotels of the world, Atlantis in the Bahamas, where the average bed is \$ 25,000.

It is also an interesting question "Which states with that amount of money the wealthiest Americans could buy? Bill Gates, whose net weight is approximately \$50 billion, more than the gross national product as many as 140 countries, including Costa Rica, El Salvador, Bolivia and Uruguay, and somewhere in the line with Serbia? Warren Buffet can buy the whole economy of North Korea. Michael Bloomberg, Mayor of New York, and media magnate, has everything that is generated through the exchange of services in Zambia.

Now, when we realized dimensions of this loss, it is time for the recipe - how to become rich, with a note that we are going to talk about formula applied to American conditions. Although, the principle is the same, the nuances are different. The first rule is that you mother deliver you to this world as a millionaire/billionaire, such as, for example, most of the Walton family, owners of Wall-Mart, the largest retail chain in the world. Of course, you need to be smart, ambitious, resourceful, persistent, and bold - and you need to be lucky.

However, analysis of the rich people shows that a significant percentage of them had parents who have good standing with the math. Collecting money involves skill with numbers, so therefore mathematically genes are

⁴ Krstic Dejan, Zvanicno okoncanje krize, Bankar, Oktobar, 2009.p.58

⁵ The latest report of Forbes magazine regarding the list of the richest people in the world, Biznis, oktobar 2009.p.65

certainly an advantage. Most parents of those from the club 400 were engineers, accountants, or small entrepreneurs. Among those who have acquired wealth, and according to a new list there are 274, 14 percent of them never finished college. With incomplete education, most millionaires/billionaires are technological entrepreneurs: Bill Gates, Steve Jobs (Apple), Michael Del (Del Computers), Larry Alison (Oracle) and Mark Zuckerberg (Facebook).

However, the most educated are those who become rich in finance, with different diplomas, and 70% of them of at the most elite educational institutions in America: Harvard, Columbia or Business school at Columbia University. In addition to faculty, a good school for the rich people is Goldman Sachs also; at least 11 of today's tycoons of America began its career in the mega-bank holding company, established in 1869.

6. RESUME

There is no rapid growth in world economy. Nevertheless, at least it seems that collapse is finalized. Most major economies, with the exception of those in the UK, officially recorded growth. Unemployment has stabilized. Central Bank is slowly but surely removing fire fighting teams and cancels a state of emergency. Some, like Israel, Australia and Norway have begun to increase the record-low interest rates.⁶

However, economic growth is still anemic. The predictions are mostly match that growth in 2010 will be a modest one or two percent in most developed economies. Sun is appearing in Europe too, but the clouds still obscured horizon. However, the sun mostly illuminated northern Europe. The strong recovery in Germany and evidence of a clear turnaround in the French economy help the economies of neighbouring countries.

Still, problems in Greece, Ireland and Austria upsetting the market and emphasize that the crisis is not over for ten years old currency and for 16 countries where the euro is official currency.

There are strong reasons for this pessimism. Most troubling are falling investments, increasing of the public deficit and, above all, growing unemployment. Influx of credit is still very restrained. Another reason for caution is a big ongoing sector's adjustment, and public spending should run economic growth. It is the transition going by the edge of the blade - public deficits are alarmingly high, but growth could stumble if the private investment cannot be compensated.

Employers reduce working hours to avoid dismissal of employees in order to made recession less painful. Therefore, the recovery of economy is uncertain. However, employers cannot forever keep enough used employees and they will start to lay them off in case of low demand. If demand does not increase soon and becomes strong, yet another decline in recession is possible.

REFERENCES

- [1] Boskovic, M., Manje novca zbog nervoze, *Preduzece* 79/80. 2010.
- [2] Krstic, D., Zvanicno okoncanje krize, *Bankar*, Oktobar 2009.
- [3] Najnoviji izvestaj magazina Forbs o listi najbogatijih ljudi na svetu, *Magazin Biznis*, Oktobar 2009.
- [4] Lapcic, V., Nismo zrel i za stecaj, *Bankar*, Februar, 2009.
- [5] Zhexembayeva, N., Iskoristite priliku, ne odbacujte krizu, *Magazin Biznis*, 47/48. 2009.
- [6] Veljovic, S., Novi trend u svetskom karticarstvu, *Bankar*, Januar 2010.

⁶ Boskovic Milan, *Manje novca zbog nervoze*, *Preduzece*, 79/80.2010.p.26

IMPROVING RELATIONS WITH CUSTOMERS AND THEIR IMPACT ON BUSINESS OUTPUT

Dedović Nedeljka

Higher School of Professional Economic Studies Peć - Leposavić, Serbia, neda.dedovic@live.com

***Summary:** In terms of global competition, customers expect the most favorable possible conditions in the sale. The product must be cheap, and accompanied by top quality service. However, something like that often is not possible. With low prices and top service, quality will suffer or with low cost and quality service will suffer. Offer of high quality services implies high costs too. This study analyzes the quality of servicing clients and possible measures for improvement.*

***Key words:** customer relations, quality of interaction in the sale, value flow*

1. INTRODUCTION

Sustainability is a matter of priority, but managers rarely get the right information to know the answers to all possible questions. For years, companies have tried to reduce the complexity of products, services, in order to eliminate unnecessary volatility while improving performance.¹

Motivational schemes should be an integral part of sales management and their role is either to raise the overall level of motivation of employees in the sales team or to improve the performance. They are used for motivation of people to acquire new skills, products, and the market. The type and structure of motivational programs depends on the objectives sought to be achieved and the time that is available.²

Whether you are selling or buying something actively in life, in the process of retailing as a buyer we take part each day. Interaction in the retail is a part of our upbringing from our childhood. While we were kids our parents sent us to buy groceries, we began to acquire the basic skills of retail communication. Shop, market, stall, are the places where these skills are fostering and improve the foundation of civilization to the present days.

Until recently, we viewed selling skills in general and specifically skills of retail, as something we have or we haven't, or we are born to be good sellers or not, or we can sell or not. Nevertheless, especially lately, a dynamic market is slowly forming in Serbia. In order to succeed on the super-competitive market have to think seriously about sale. This includes increased awareness of the need for improving personal selling skills of sales.

2. HOW TO ADJUST SERVING PROCEDURES TO CUSTOMER'S NEEDS?

Most companies in the world do not pay much attention to quality of customer service, although they are aware their business success directly depends of them. You can imagine the situation in Serbia, then! It is known that many large companies (Global Brands) provide customers here in Serbia, a service of much lower

¹ A.T.Kearney team, Uprošćeno je profitabilno, Vašington, Čikago, Detroit 2009

² Kostić Miodrag, Bolje usluživanje – veća profitabilnost, Profit, jun 2009.p.71

quality compared to the level of services that these same companies offer in the West. This best example for this is the case of domestic (foreign) banks. Procedures of serving clients are customized to business process management and the bank, not to the needs of their users. For such statement, you do not have to be rocket scientist to meet customer's demand but it is necessary to try to do any of the basic banking services, such as opening accounts or obtaining credit cards. In the West, something like that will be finished in fifteen minutes (or less), while here you have to fill more application forms and documents than it would be necessary for loans for housing!

The reason for this behavior of banks, and most other service providers in Serbia, is that they do not have confidence in their clients. Now you can realize why the buyers are suspicious when it comes to choosing a service provider. It is easy with the product. It can be returned if it is not working thanks to guarantee. In addition, you can try it before buying and it is easy to measure whether matches with promised specifications or not. What about service? It is impossible to return the service back if we are dissatisfied with the quality, because it already happened. In the best case, we can get money back, but we lost time and mistreat ourselves. In most cases, it is impossible to try the service before we ordered it and, the worst of all, it is difficult to measure the quality of received services, because the quality of services is directly related to the perception of the customer and depends on its personal experience. This means customers that buy services are virtually buying "a pig in a poke." They are buying a promise that the service will be made just as the seller promised. When buying a promise that, for example, our friend will pay back 1000 Euros, which he borrowed, or that you will not have problems with the bill that you signed as a guarantor, how we feel? This is a promise made by people we know very well and we have confidence in. However, how can you believe in promise of someone with whom you have not had any relationship, and that is the most of situations when buying services?

What, what is the situation in Serbia and whether these global trends in relations with customers will be achieved here? Will consumers here eventually become vulnerable to poor service, rewarded those who respect them, and prices, and to punish those who needlessly abuse them? The answer to these questions is directly related to the openness of the domestic market. As long as we closed and we have a monopoly of any kind, customers will have no choice and the economy of the nineties we will continue to happen. As companies in Serbia (in wonder) reveal that competition occurs, they also realize that they lose clients because of the competition and that customers are leaving, mostly because of poor service. Many of these companies, reducing of profit sends a clear signal that something bad is happening. At first, many of them cannot see the real cause of the decline in business, often blaming kleptocracy business and political environment and the global economic crisis. However, even the most stubborn soon realize that everything depends on the buyers. Whatever you did, made, sold or resold, we all have customers whose satisfaction and trust, which we achieve with them, are the most important measure of business success.³

There is no need to equate concept of quality of servicing with courtesy of sellers. Friendly, smiling, and pleasant sellers are something that is understood. The most common reason for customer dissatisfaction are the procedures of serving, especially in our country, in Serbia, incorrectly adjusted to operating processes of the company, not to the needs of customers. What is it? Our servicing procedures are designed to make it easier for management and employees, not customers. Hiding behind false reasons to achieve greater efficiency, most of our company finds an excuse not to comply with the customers properly. When you complain, they usually say, "That is the way it must be, everybody does like that"! Then, the competitor appears and realizes it does not have to be that way, and then customers pass to him. It was only then that our company, often too late, realize that they are in the market and they are not alone.

3. LEAN METHODOLOGY (FOR SALES AND CUSTOMER SERVICE) - BUSINESS STRATEGY BASED ON CUSTOMER SATISFACTION

LEAN is a word of English origin and it means slim, thin. Earlier this word was primarily related to the athletes who are slender, superbly effective in the sport. Anyway, this word does not indicate a physical condition, but a special mental discipline (mental strength). Looking at the very definition of the word, we can assume that it is applied to business organizations, lean organization, which means the maximal effectiveness at what it does, spending a minimum of needed resources, and providing the best possible quality (of products or services). LEAN is not only the achievement of such situation, but also a commitment to a series of principles and practical exercises that you want this continuously maintained this condition. A LEAN organization is an organization that successfully beats its competition (it is faster, agile, less spending, accomplishing more).

³ Kostić Miodrag, Bolje usluživanje – veća profitabilnost, Profit, jun 2009.s.71

The Story of Lean first began in 1988 at MIT (Massachusetts Institute of Technology), when a group of scientists was investigating the international automotive industry. We can assume that the reason for a new way of thinking was the Japanese car industry, which at the time started to overcome the U.S. A particular example in this case was provided by Toyota. Looking at production performance and other characteristics of the Toyota business, MIT researchers have noticed following:

- Toyota took less effort to design, build, and service its products;
- It took fewer investments to achieve the desired level of production capacity;
- Toyota produced a product with fewer errors;
- It used a smaller number of suppliers;
- It carried out its key business processes of the concept - to launch, orders - up to delivery, problems - to repair in a shorter time and with less effort;
- It demanded smaller inventories in each stage of production;
- It had minor injuries of employees.

They concluded that the company that operates like this, which is able to achieve more with less, is a lean company. LEAN company is fully oriented towards the demands and desires of their customers (to creating values for customers). What is like the LEAN organization can be seen when compared with the traditional organization oriented toward mass production.

	Orientation to business	LEAN orientation
Primary business	The primary business strategy is based on production. The focus is on the economy and production of large-scale invariable products.	The strategy is based on the customer. The focus is on identifying and exploiting changes in competitive advantage.
Organizational structure	Hierarchical structure by functional lines. It encourages functional coordination and carefully listening to orders. A constant struggle against reduction of errors and organizational irregularities.	A flat, flexible structure along the lines of creating value for customers. Encourages individual initiative to improve efficiency and effectiveness of operations.
Operational framework	Applying of business application tools through a strict distribution of responsibilities. Strict respecting of orders without developed skills for solving problems	The application of business tools that assume standardized work. The main strength is in identifying and solving of problems and innovations.

Table 1: Where is your organization?

LEAN is a term that describes a holistic, sustainable approach to business (an organization), which uses less of everything (resources, investment, costs), to provide more (quality, profit, customer satisfaction). LEAN is a business strategy based on satisfying customers by delivering of quality products and services that are exactly what the customer wants, when they want, in the desired quantity, at the right price, using minimum materials, equipment, space, labor, and time. LEAN is a continuous, evolutionary process of changes and adaptation. The main principle of LEAN is a long-term, renewable business, in which relationships with partners, customers and clients (stakeholders), including employees, managers, owners, suppliers, distributors, and the wider community and environment continually builds and enhances.

Let us mention some of the systems of continuous improvement process. TQM is a management strategy based on the quality of the organization. For TQM quality is the driving force of all the processes and factors in the organization. Developed in seventies in the U.S., Europe and Japan, it culminated in the early nineties. TQM focuses on the culture and organization. The focus is on dealing with customers, management commitments, continuous improvement, making decisions based on facts and the participation of employees in decision-making. Otherwise, LEAN includes all the important principles of TQM in its methodology.

Application of Six Sigma methodology was developed in the mid-nineties. Six Sigma was first developed as an initiative to improve the quality in Motorola. It became famous when it was successfully applied to General Electric in 1996. Ten years later, over two-thirds of Fortune 500 companies practice the application of Six Sigma methodology, which brings them total annual savings of \$100 billion. Six Sigma is primarily a

way of identifying and controlling variation in processes, which largely affect the business performance and profits. Using predetermined methodology, specially trained consultants analyze the causes of the problem to implement corrective actions.

It is often referred to and applied a combination of LEAN methodology and Six Sigma. The problem of using only LEAN - is that it is statistically difficult to control process (e.g. control of defective products), and Six Sigma alone cannot increase the speed of the process and reduce costs. Applied in combination, they help reduce the cost and complexity of production.

ISO 9000 was developed as a British standard of quality management, later adopted by the International Standards Organization - ISO. Interest in ISO 9000 was in the zenith (to the West) at the end of the nineties. The problem in understanding the role of implementation of ISO 9000 is that it does not guarantee the quality of end products and services, but only certifies that consistent business processes were applied in business (as it is written - standardized). LEAN is also based on ISO 9000 in defining the procedure in the business.

In which situations all the above-mentioned methodologies helps in achieving and maintaining quality relationships with customers? The essence of every business is to reach the expected and desired value to the buyer, and LEAN and Six Sigma deal with just buyer's experience and its value experience (product or service). Product quality, efficiency and effectiveness of operations have only one ultimate goal, which is the customer, completely satisfied with the product or service.⁴

4. BALANCING OF PRODUCT, SERVICES, AND INFORMATION FLOW TOWARD THE CUSTOMERS

We are sitting next to a river or stream and watch the flow of water. We are looking how the flow behaves when it is undisturbed by obstacles, and how when, after the storm, broken branches appear and blocking the flow in some places, causing appearing of small dams. The river reflects our business. It is a successful and profitable when the flow is uniform and undisturbed, and fails when there are lots of obstacles and bottlenecks. It can be as large, sluggish plain river, and may be severe and flow as a mountain stream.

One of the reasons why small companies are usually more innovative and more profitable than the large ones, is the fact their flow is smooth and even. On the other hand, a large river though muddy waters and with a bunch of sand dunes and whirlpools has its moment of movement and it is difficult to stop it or dry it out. In this analogy, good views of activities that do not bring value to the buyer are pieces of wood and rocks in the river (unnecessary and harmful activities), representing obstacles and difficulties in undisturbed flow. In the LEAN we strive to facilitate and equalize the flow of products, services, and information to flow freely to the buyer.

The term flow values are used in the LEAN to show that there is a real sequence and length (optimal flow) for all business activities, how they are connected, and how they together contribute to a successful business. A value flow is always viewed from the customer's point of view. The observation starts from the other side where the flow stops (for the buyer) and it followed to the source or the beginning (the supplier).

The overall course is divided into many small processes; each of them adds certain value to the customer. We can look like a river with many tributaries; each of them adds a new flow to the main flow (the value for the customer).

The question is "How much each of these processes (activities) adds value to the customer? (What amount?) What is the level of production of those processes? (Are they worthwhile)? How much time, resources, and effort were spent? How to make them better, and more effective?

Maybe it would be the best way to present all this in the sample. Let us take a furniture store for example. We start from the moment when the customer receives its furniture that is delivered to its home address. From the moment when furniture is placed in the right place at buyer's room, there are a number of activities that some actors perform in the process of providing service.

The driver delivers furniture, a cashier charged it in the store, the vendor sells it and writes the bill, marketing department brings the buyer; warehouseman receives it from the supplier, and distributing department makes the order, etc. All these activities are taking place in a time sequence, each of them contributes to the final value that the buyer gets by using of furniture. The smooth value flow is undisturbed if all processes run smoothly and without obstacles (furniture that is ordered arrived on time in the warehouse, the vendor selling it in the right way, is the collection and delivery on time).⁵

If we look at the process in any location (store, workshop, warehouse, etc) imagine all the things (objects) that pass through that locations (forms, components, raw materials, etc.). For all that passes through the

⁴ Kostić Miodrag, Prodavnica na uglu, Profit, 19, 2009.p.89

⁵ Kostić Miodrag, Mapa toka vrednosti za kupca, Profit, decembar/januar 2010.p.62

location some transformation happens (the form is filled out, the material is processed, the buyer is served, etc.). That transformation creates a part of the value for the customer and takes place at a time, spends some resources and requires effort and expertise to be successfully accomplished. The flow of materials and information through a business process in order to deliver a product or service to the customer is the value flow. Value stream map is a graphical representation of the item value.

Value stream map is a graphic representation of values flow, which visually represent the way all steps in a process shown are arranged so the desired transformation of the products or services is achieved, and to ensure the flow of information that drives some parts of the process in action. The value stream map is drawing from the entry of raw materials to the delivery of the finished product or service the customer. It may not be the final customer, but can be another company or an internal customer within the company (a different department). Later, these maps can be combined into a complete map of flow values.

Why is it useful?

- It always has the customer as the focus;
- Provides a complete representation of the time presentation of activities flow in one expression;
- Provides a common language and the glance of the value flow analysis;
- It shows the information flow and the way that they trigger other activities;
- It shows where some activities add values to the customer and where not

Well-done map provides of the best insight in the current state of our business in terms of customer service, which is the best long-term profitability criteria. In addition, along with creating real value of the map, which shows our current situation, a so-called "ideal" value map is created. It represents idealized activities, as they would be conducted in a "perfect" world. This means that they are included only those activities that bring value to buyer and the entire value stream are optimized for maximum effectiveness and efficiency in achieving the pleasure of customers. After the implementation of business improvements, the difference of these two maps will show us how much we have been successful in improving.

It contains following elements:

- **The steps of the process** - reveal details such as: cycle time, time of processes that add and those that do not add value, the number of operators, inventory, etc.;
- **Inventory** - displays the movement of inventory through the processes;
- **Flow of information** - all the necessary information. These are orders, specifications, schedules, shipping information and the like;
- **Score** – it represents the essence of key process parameters. It can be mileage, the number of manufactured parts, all of which is very important to our business;
- **The leading time** - the time required for the completion of the process (as is);
- **The time of the tact** - during the process (activities) that result in satisfied customers (desired time).

The tact according to which is necessary to work.

It starts from the customer and mapping the value stream back to the point where information from suppliers are provided. You should always keep in mind where and how certain processes fit into the overall value flow.

Today there are software packages that can create Value Stream Map (VSM), but is equally effective to draw manually the corresponding elements, it is only to made good maps of our business (Not to miss any step).

Creating of a value stream map is one of the best tools in the improvement of consulting tools any system where the customer is in the focus of attention, and today that is the case with majority of human activities (of any organization, community, business, etc.).

5. ANALYSIS OF THE CURRENT BUSINESS SITUATION (OR THE ORGANIZATION)

Only when we find where we are in the specific moment, we can think about where we want to go, and then we can start making changes according to the desired condition. If we fail to analyze the current situation well, then our conclusions will be wrong, we have the wrong goals, and therefore the methods of achieving those goals will be wrong.

A few years ago, the famous guru of organizational therapy, Isaac Adizes, said at a seminar held in Belgrade that the problem of most organizations is that they do not see their current situation properly and, therefore, choose the wrong targets, so that even using of the right methods to achieve these goals has a bad effect on the business.

It's like when you are swimming very well, making great efforts, with superb swimming techniques, but unfortunately, if you swim in the wrong direction, all efforts were in vain.

In addition, if you want to make any change in the organization, you need a catalyst. Change will not happen just because it's your wish. A good analysis of the current map of values flow, combined with the desired map of flow values, will show the reasons for the necessity of change, and how these changes must be implemented. When we decide to change, we do not plan just where we want to go, but where all we can get. For example, when we say we want to be healthy, whether that means only a lower body weight? At the same time, this may mean better physical condition, better circulation, and lower cholesterol, etc.

The main criterion in assessing some of the stages (steps) in the business process is the value it brings to the customer. If the process runs smoothly, it means that customers get the product you want at the right time, in the right manner and in amount that you want to. This means that during the production there is no inventory, no waiting, only those activities that add value to the customer occurs. Everything is in perfect balance. Of course, this ideal image of values flow is something that we aspire, and in order to achieve that, you need to collect information, which is achieved by asking customers the right questions.

In LEAN, the buyer is the essence of the whole story. Everything is based on its desires and needs, and thus the process of analyzing the value stream maps starts from the buyer. The first questions we ask, is the question for consumers. What customers say about us? What are their problems in the use of our products? What are their expectations and whether they are fulfilled? What is going on and where, and when in the value flow does this happen to them? If you are happy - why are satisfied, if not - why not? Listen very well and carefully, but be objective.

For example, if they complain they do not get the product when they want to get it, consider the time of delivery. Examine flow of materials and information. Values flow maps will visually show you what is going on where in the productions process or providing services and what kind of influence that has on the customers. Let it serve you as the key that will unlock the heart and soul of customers.

One of the best tools for investigating problems of customers is Ishikawa diagram (fishbone diagram) or cause-and-effect diagram. This effective, consulting tool invented by the famous Japanese scientist Kaoru Ishikawa, who was working in the sixties in the Kawasaki shipbuilding industry, on the development of management systems. This diagram can be used to identify where in the value appear causes of the customer's problem. Ishikawa diagram is used to define certain areas of business (providing servicing) and it is moving towards the investigation of customer dissatisfaction causes (primary and others).

The most important thing is to be persistent in finding the cause, because often there are multiple causes of a problem, causes that are consequences of a secondary cause and so on. The essence of LEAN is in people and respecting of people. When looking for the causes of the problem, it is necessary to focus on solving the problem, not the detection of guilt among employees. The most common problem we encounter in the process itself (lack of defined standards), which prevent fulfilling duties in the right way.⁶

One of the main functions of the values stream map is to assist in the detection of harmful steps in the business. Here are some questions that can help us in the detection of harmful processes in the business (serving):

- Does during the business process excess inventory sometime accumulate?
- Does the step create a value? If not, why this step exists?
- Does the step create waste or a mistake in the manufacturing or process of serving?
- Whether step in the process is going as planned?
- Does used equipment functioning properly?
- Are the materials available at the right time and right amount?
- What is the capacity of the steps and how can you compared with the time of the tact (an ideal way)?
- When passing from one step to another, how long the "idle" mode is lasting?
- Is the flow unimpeded in this step, or there are obstacles that clutter it?
- What is the duration of steps compared to the expectations of customers?

The main recommendation is that each step in the process of serving is viewed through the prism of buyer's wishes and needs (expectations). It is essential that each situation of dissatisfaction among customers find the primary cause, but other causes of discontent that followed from it too.

These are also the main causes of harm in the business process (providing services). We should not forget that a satisfied customer is base of the success of any modern business.

⁶ Kostić Miodrag, *Analiza toka vrednosti za kupca*, Profit, 23, 2010, p.95

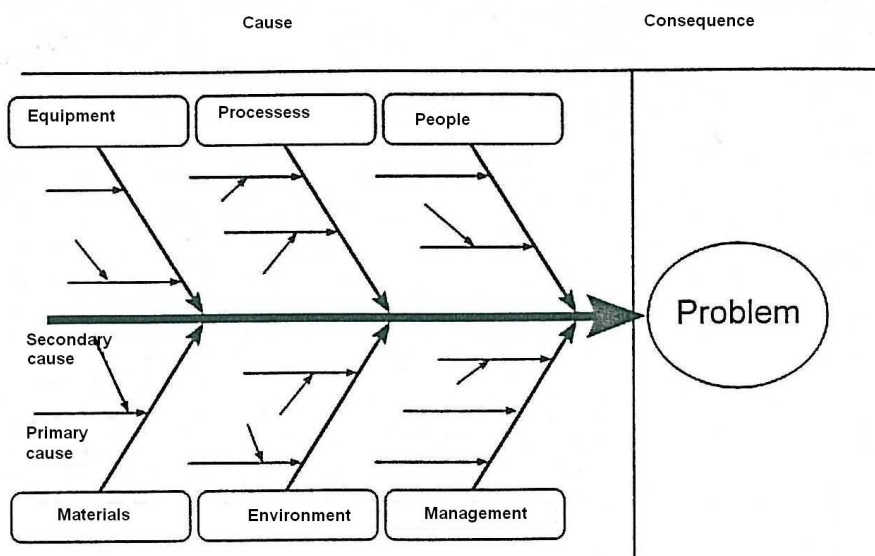


Figure 1: Ishikawa diagram

6. RESUME

When the customer was afraid of pressure from the seller and the seller to be refused by buyer, it's called "retail paralysis". Most of the interaction between buyers and sellers are some form of this paralysis. Unfortunately, the results are dissatisfied customers and unsuccessful and discouraged sellers.

The essence of any successful sale is to build trust between buyers and sellers. Sale is not successful manipulation of the customer or persuasion to buy something. Anyway, today in the West, most products come with a warranty refund (money back guarantee). If they do not like the product, buyers can return it, and then speed, tricks, and manipulation are not worth much, because tomorrow when buyer realizes everything, he will return the goods back.

This time is coming here too. They wanted it or not, our vendors will have to introduce this principle. It means that the only way of selling thing will be selling of the trust.

REFERENCE

- [1] A.T. Kearney team, Uprošćeno i profitabilno, Vašington, Čikago, Detroit, 2009.
- [2] Kako motivisati prodavce da prodaju, Work shop, Profit, April 2008.
- [3] Kostić, M., Bolje usluživanje – veća profitabilnost, Profit, jun 2009.
- [4] Kostić, M., Prodavnica na uglu, Profit, 19, 2009.
- [5] Kostić, M., Mapa toka vrednosti za kupca, Profit, decembar/januar 2010.
- [6] Kostić, M., Analiza toka vrednosti za kupca, Profit, 23, 2010.

ЗАРОЖДЕНИЕ И ТРАНСФОРМАЦИЯ ТЕОРИЙ ЭКОНОМИЧЕСКОГО РОСТА И РАЗВИТИЯ

Демура Наталья Анатольевна

Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия,
ndemura@mail.ru

***Аннотация:** История развития экономической мысли по вопросам упрочения богатства, явлений и процессов, воздействующих на экономический рост. Взгляды Ксенофонта, М.П. Катона, Н.Т. Варрона, Ю.М. Колумеллы, А. Сера, А. Смита, Т. Мальтуса, Д. Риккардо на достижение прироста богатства, общественного и личного благосостояния. Трансформация понятия «развитие» и современные теории экономического роста и развития.*

***Ключевые слова:** богатство, экономический рост, экономическое развитие, теории экономического роста и развития.*

С древнейших времен и до наших дней ученых многих стран мира интересуют вопросы богатства и бедности, распределения, равновесия, эффективности, движущих сил экономического развития. По мнению Г.Г. Фетисова, А.Г. Худокормова [1] исследование причин «скудости и богатства», движущих сил хозяйственного развития, вопросов сопоставления и оценки уровня развития различных стран, степени вмешательства государства в экономику волновали человечество на протяжении многих веков. Древнейшая экономическая мысль была направлена на разработку нормативных рекомендаций правителям, основанных на религиозных, морально – этических представлениях и народных традициях. Такими были древнеиндийский трактат «Артхашастра» (IV – III вв. до н.э.), древнекитайские трактаты «Шан цзунь шу» и «Гуань цзы». Их общий итог – как сделать государство, а, следовательно, государя богаче. Созданный в V в. Ксенофонтом «Ойкомикос» («Домострой») наряду с управлением государством давал рекомендации технологического характера (агрономия, хранение и переработка продукции и т.п.) и рассматривал проблемы отношений с людьми. Богатство рассматривалось как совокупность вещей, из которых человек способен извлекать пользу. Частью богатства являются знания и умения, с помощью которых человек обращает во благо себе то, чем владеет. Размеры богатства зависят от умения извлекать пользу. Ксенофонт предлагал управлять хозяйством в интересах его процветания, а не тратить имеющиеся средства на бесплодные нужды.

Древнегреческие философы Платон и Аристотель привнесли элементы анализа и синтеза в проблемы экономики. М.П. Катон (234 – 149 гг. до н.э.) в трактате «О земледелии» [1] стремился достичь соответствующего эффекта через регламентацию не только средств труда, но самого процесса производства. Римский писатель аграрий Н.Т. Варрон (116 – 27 гг. до н.э.) выделял основную ценность – землю и классифицировал орудия говорящие (рабы), бессловесные (рабочий скот) и немые (телеги, грабли, корзины). Варрон настоятельно советовал покупать хорошие и не самые дешевые инструменты, набор и количество которых должны соответствовать характеру производства и размерам хозяйства. Ю.М. Колумелла (62 – 65 гг.) первым в античной мысли выдвинул проблему интенсивного пути развития хозяйства. Он выделил такие факторы как специализация труда и

«хозяйский глаз». Плиний напротив был приверженцем приспособления к хозяйственной ситуации и сохранения достигнутого уровня интенсивности производства [1].

В период средневековья усиливается роль религии, приоритетным становится не вопрос «что такое богатство?», а насколько это богатство справедливо нажито и насколько справедлива и достойна жизнь богача. Богатство со времен Августина рассматривалось канонистами как совокупность материальных благ, т.е. в натуральной форме, и признавалось грехом, если оно создано иными средствами, чем прилагавшимся для этого трудом [3].

Для меркантилистов характерен макроэкономический подход к анализу экономических явлений. Именно ими было введено понятие «национальное богатство». Оно заменило теологический термин «общее благо». Богатство нации рассматривалось как излишек денег или товарных благ в стране. При этом важным залогом богатства нации они считали наличие ресурсов, необходимых для создания товарных благ и ведения выгодной торговли. К ним прежде всего относились природные ресурсы, географическое положение, многочисленность и трудолюбие населения, уровень развития промышленности, а также грамотная политика государства [3]. Одним из теоретических новшеств меркантилистов, введенным итальянцем А. Серра, явилось разделение источников богатства на естественные и искусственные. Физиократы перенесли исследование из сферы обращения в сферу производства [2].

Главными исследователями проблем экономического роста среди экономистов – классиков являются А. Смит, Д. Рикардо, Т. Мальтус. Они попытались дать объяснение силам, управляющим функционированием экономики, найти и описать возможности прогресса, а значит и экономического развития. В отличие от меркантилистов и физиократов А. Смит и его последователи утверждали, что источник богатства не следует искать в каком – либо специфическом роде занятий. Источник богатства – труд, средство увеличения богатства – разделение труда, повышение его производительности. А. Смит был первым сторонником экономического роста. В своем знаменитом труде «Исследование о природе и причинах богатства народов» (1776 г.) он провозгласил принцип «невидимой руки», в соответствии с которым вмешательство государства в механизм рыночной конъюнктуры способно привести только к негативным последствиям.

Экономисты-классики представили лишь общую картину тех явлений и процессов, которые воздействуют на экономический рост. В частности, ими было определено, что производительное инвестирование, осуществляемое в форме реинвестирования прибыли, является главным источником экономического роста. Рядом с этим финансовым условием следует поставить технические сдвиги в форме углубляющегося разделения труда, которому в работах А. Смита уделено значительное место. Разделение труда, представляющее функциональную специализацию работников в рамках отдельного предприятия, рассматривалось А. Смитом как естественный и непереносимый путь развития производства. Он отмечал, что чем выше степень разделения труда и уровень накопления капитала, тем больше продукции может быть произведено.

Особое внимание экономистами-классиками было уделено проблемам предложения труда, связанным с ростом численности населения. В развитие этой проблемы особый вклад был сделан Т. Мальтусом, который, полагал, что давление, вызываемое ростом населения, могло привести экономику к той точке, в которой рабочие могли бы довольствоваться лишь минимальным прожиточным уровнем. Мальтус считал, что при заработной плате выше прожиточного уровня происходит увеличение населения, когда же этот уровень опускается ниже, это приводит к высокой смертности и сокращению численности населения. По мнению Т. Мальтуса, устойчивое равновесие численности населения возможно только тогда, когда заработная плата соответствует прожиточному минимуму.

Концепция физиократов об общественном излишке, как части общественного продукта, получаемом путем вычета из последнего всех необходимых затрат, использовалась экономистами-классиками для анализа поведения этого излишка как основы экономического роста. В частности, анализ Д. Рикардо был сосредоточен во многом именно на том, как регулируется распределение, – на результатах политических компромиссов, отражавшихся в законах (этот анализ политики во многом и стал причиной того, что классики называли свой предмет политической экономией).

Несмотря на высокую степень проработанности и глубину исследований экономистов-классиков, существенные изменения в науке об экономическом развитии произошли лишь в XX веке.

Само понятие «развитие» претерпевает трансформацию – от почти полного отождествления с агрегированными показателями экономического роста до включения в него таких вопросов, как бедность, неравенство и безработица [4].

В современной экономической литературе преобладают следующие теории экономического развития [4]:

- 1) Модель линейных стадий роста, рассматривается как серия последовательных этапов, через которые должна пройти любая страна, при этом странам Третьего мира достаточно добиться оптимального уровня и комбинации инвестиций, сбережений и иностранной помощи. Развитие понимается как высокие темпы экономического роста;
- 2) Теория структурных преобразований предполагает создание общей картины структурной революции, через которую должна пройти развивающаяся страна;
- 3) Революционная теория, объясняющая слаборазвитость Третьего мира зависимостью и господством богатых стран;
- 4) Неоклассическая контрреволюция на основе идей свободного рынка, в которой упор делается на позитивную роль свободных рынков, открытость экономики, приватизацию неэффективных убыточных государственных предприятий. В отличие от теории зависимости неудачи развития не связывались с эксплуататорской сущностью неких внешних, либо внутренних сил, причиной неудач считалось слишком большое государственное вмешательство в экономику.
- 5) Новая теория экономического роста пытается объяснить различия в уровне развития государств, выявить его причины и оценить роль и степень государственного вмешательства в экономику.

Как показывает анализ, в разные времена доминировали различные теории экономического роста и развития. Исторически сложилось так, что наиболее распространенная экономическая доктрина в максимальной степени отвечает интересам развитых стран. Но либерализм не всегда был лидирующей парадигмой. Длительное время основой экономической политики служила теория протекционизма, создавшая благоприятные условия для развития промышленности индустриальных стран. Между тем лишь 25% современной мировой экономики функционирует в условиях свободного рынка. Основные субъекты мирового хозяйства выстроены по строгой иерархической системе, широко используя планирование производственной и финансовой деятельности для реализации стратегических программ. Средний и малый бизнес испытывают сильное конкурентное давление со стороны мультинациональных корпораций (ТНК). ТНК обладают значительными ресурсами и способны не только устанавливать цены на отдельных рынках, но и влиять на экономическую политику ряда государств.

В этой связи уменьшение роли государства и снятие всех внешних барьеров создает угрозы для национальной безопасности. В современных условиях экономическая политика не может осуществляться автономно. Необходимо каждый раз находить траекторию, уравнивающую национальные интересы и требования мирового рынка.

Проблемы экономического роста и развития в России стоят особенно актуально. На сегодняшний день понятие экономического роста и развития тесно взаимосвязаны между собой. Возможными вариантами являются в диапазоне от отрицательного роста без развития, до роста на основе или в сочетании с экономическим развитием. Естественно, наиболее благоприятным следует считать последний. Такой вариант предполагает обновление материально – технической базы, повышение производительности труда, уровня инвестиций в воспроизводства основных средств, снижение удельных норм расхода ресурсов, рациональное управление затратами.

ЛИТЕРАТУРА

- [1] Мировая экономическая мысль. Сквозь призму веков. В5 т. /Сопред. Редкол. Г.Г. Фетисов, А.Г. Худокормов. Т.1. От зари цивилизации до капитализма /Отв. Ред. Г.Г. Фетисов. – М.: Мысль, 2004. – 718 с.
- [2] Павлова И.П., Владимирский Е.А., Оводенко А.А., Ильинская Е.М. История экономических учений: Учеб.пособие. 5-е изд. – СПб.: Издательство «Лань», 2001. – 224 с.
- [3] Тодаро М.П. Экономическое развитие: Учебник /Пер. с англ. Под ред. С.М. Яковлева, Л.З. Зевина. – М.: Экономический факультет МГУ, ЮНИТИ, 1997. – 671 с.
- [4] Ядгаров Я.С. История экономических учений: Учебник. – 4-е изд., перераб. и доп. – М.: ИНФРА – М, 2004. – 480 с.

PUBLIC SECTOR AND ADMINISTRATION REFORMS WITH EMPHASIS ON INFORMATION TECHNOLOGIES

Džanković Esad

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** Public sector reforms and technology development can't be stopped because "as well as capitalism, technology doesn't say "please", but pushes further and further. "¹ Changes of today, tomorrow and in future will be moved by technology, state institutions and values (tools, rules and normative), and they should be managed, if not so, they will manage you. But the decision to change is not brought by technologies but by people, so all future discussions about reasons for our failures cannot be blurred by some arguments (conditions not ready, shortage of money, no labour force if we lay off so many workers). If there is no consensus and will, market takes the stirring weal, and then everything gets harder: gloomy future, uncertain present and hurtful ways to the aim.*

For Serbia, which is now in the second part of transition period, information technologies may make public sector reforms easier. Disregarding specific advantages brought by them, we pinpoint the ones that are as a rule given less importance and they deal with people. Before al, more and more employed have access to a larger number of information on many topics, and being well informed (when we can see numerous strategic aims of European countries to develop competitiveness of public sector, their detailed studies, projects, actions and documents, or see how other people do it...), this can become powerful means in fighting obstacles that slow reform processes down. Besides, public sector work is based on information technologies and knowledge, and during time it becomes more transparent and democratic, by the way democratic information should not be equalled with democratic power. Namely, the more open, available and spread information are, the more knowledge factor enforces itself as irreplaceable resource, without knowledge and expertise as powerful poles, information technologies have no sense, and something senseless has no power to change, build, improve. Information technologies are also a chance that public sector abandons obsolete concepts of work, thinking and behavior and join those who improved more than we did. In order to achieve this we need employees that are not experts only for certain fields of work but competent and strong individuals, able to contribute general improvement of state and society, which means those who have knowledge in various different fields: methodology, organization, economy, management etc, which is confirmed by "while the earth was main production resource, countries waged wars for it and now the same happens with the talented. "²

Key words: knowledge, education, information technologies, transparency, democracy, efficiency, satisfied user and citizen

1. INTRODUCTION

The 21st century brought about numerous changes in life, society and economy. Changes appear from one side as an answer to various impulses from the surrounding, and from the other side have as an aim to enforce influence upon the surroundings. Successful management over changes is considered key reason for survival

¹ Riderstrale J. i Nordstrom K., Karaoke Capitalism, bookHouse Publishing AB, Stocholm, 2003, str. 36

² Davies S., i Meyer C., Future Wealth, Harvard Business School Press, Boston, Mass, 2001,

and development of public sector, bearing in mind that public services are more complex by its nature, more specific, more subtle, so that formal knowledge and learned forms of behavior can less and less be used as foundation for the future. If a customer is not satisfied by a product he will simply not buy it anymore. But if a citizen needs some license and he is met by an uninterested clerk or so called “quiet administration”, he cannot go to a competitive firm; he can only patiently as Siziif wonder from office to office, from clerk to clerk, patiently waiting for the new elections...

Changes, especially in state, legal, political, technology, service and processes fields requires adaptation of all the parts and functions of public sector, so if we really want to overcome the “gap” it is not enough to buy new computers, change organizational structures and processes – we must change the most powerful religion of the modern time – people, as their knowledge cannot be bought or created “over night.” Competitive public sector was not possible with people who spent their active working age in the same job, and if possible at the same office, was not possible. Modern public sector organization requires implementation of market logic, innovations, and openness to changes and this kind of practice cannot be an exception but it has to become a joint aim, gravitated to by each individual during working hours. To be able to achieve this it is necessary that Serbia becomes a state of a sufficient institutional capacity for solving public problems, oriented towards power of law and market, with a public sector seized by tasks it needs to perform and European Union standards. One of the standards of European Union is the need for public service informatics changes and introducing quality systems as a long way orientation towards satisfying users (citizens). Here we speak about the need to implement efficient management, which is market based and represents organization life of public sector and implements a new culture of public service. These public organizations which succeeded in performing his, had support, consensus and active participation of state organs and organizations, intensive education of employees, team approach in solving problem, long term business conceptions aimed to quality, and focus towards users and their needs.³

Organizations that didn't succeed in reforming processes (or succeeded partially), did not treat informational technologies and knowledge in various fields as a necessary part of the reform, but counted on informational projects only in final phases of the reform, which made them unsuccessful in often changes of responsible people in state institutions and services and some other circumstances.

2. PUBLIC SECTOR REFORM IN SERBIA

Modern economies are “mixed” economies, in which the state controls economic activity and relationships among economic participants beside the market mechanism, the state which performs its allocative, distributive, stabilization and development functions by nonmarket rules and solutions. In transitional countries including Serbia, imposes itself, as one of the most important transitional aims – building market institutions and performing reforming processes in all the areas of economic and social life so as to show that Serbia is capable of solving fundamental citizen problems by its institutions, mechanisms and measures. Since October, 2000. until today, a lot of capital entered our country from abroad on various bases. It was important in the beginning, to be able to achieve monetary stability and solve debt problem. At the same period of time a base for investments was created by privatization, but that capital led to high trade deficit and spending without “intelligent” investments, which as a consequence had a constant deficit growth and unstable political scene with constant parliament elections. Serbia was classified as a high risk country, and an IMF recommendation to enable sufficient in the budget of 2-3%, and from year 2008. was not successfully performed, and inability (lack) of fiscal politics to decrease spending without previous reform is stated as one of the main reasons for that. The statement of The United Kingdom ambassador, Mr. Steven Wordsworth, implies that there are other reasons. He said that Serbia has its own advantages for attracting foreign investments, but it is hard for the investors to understand everything that is necessary to start a business initiative.⁴ This contributed to the fact that international agency for credit rating risk establishing „Dan i Bredstrit“ (D&B), in its report of October, 2009., states our country as a high risk country (with rating DB5), stating in the same report that “preserving health” of public finances and other public sector reforms are important for other economic possibilities of Serbia.⁵

Public sector reform in Serbia during the previous period was performed slowly, as a line of individual, unconnected and insufficiently deep moves, and that is the fact (for example: public enterprise privatizations and public communal systems is performed independently from social insurance system reforms, managing town building areas or state property and restitution and similar). Changes were often made only at the level

³ Adapted according to: **Funda D.**: Complete managing in high quality education, Zagreb, Kigen, 2008, str. 46

⁴ „Politika“, 28. May, 28th 2009,

⁵ To Bonity House Statement „Rating“, „Dan & Bredstrit“ agency representative for Serbia, September, 2009,

of a need to bring up a certain regulation or programme (if specifically asked by European Union or IMF....), and if it happens that such a regulation is brought, its application is still in question. Belgrade Institute for Market researches (IZIT) stated in the beginning of September, 2009., with a reason that public sector reform and administration reform in Serbia are necessary, but it is doubtful that it will be performed completely: We keep spending, did not decrease expenses, didn't make a strategy connected to public sector transformation and were caught off-guard during negotiations with IMF, so it did not come to the second session conclusion, but the Government was left with a period of time to come up with concrete improvement measures. It was also stated that during recent seven months, there have been "marketing moves" as employing 10000 beginning employees. It is necessary to create the environment that would make possible for the firms to state their needs by themselves and not do the employing forcefully⁶ On the other hand, politicians state low efficacy, non competitiveness and shown inertness of public sector as an obstacle for successful business, and everybody agrees that changing present model of functioning in this sector is necessary. Even more if we take into consideration changed circumstances where state, society and economy found themselves after economic crisis emerging, which objectively shows that Serbia will pay present obligations harder and harder, not to mention capital expenses, social tensions will be all present, and economy more burdened and vulnerable... This contradiction inevitably enforces the question: Why is public sector reform not being performed? Do we talk about unpopular measures or the state is indecisive, its institutions not complete, strategies missing, and public sector is firmly decisive to function upon old and obsolete economic models, or we talk about shortage of willpower and knowledge to change things? Or are we waiting as some permanent heroes without realization for some "Superman" to come and solve our problems?

There is truth in everything, there are a lot of answers, at least as many as reform approaches, so as conclusion an attitude is enforced that the cause is in the lack of firm resolution of the state to approach the reform completely and connectedly, with a clear strategy and joint aim, and with clear knowledge characteristics expected from those who are its actors and participants. If that aim, firmness and knowledge do not connect, the opinion of the economist Alexandar Popov will be confirmed, who considers that the newest story about administration reform is about: "throwing dust into the eyes of the citizens, that everything will stay at symbolic level and that the bill will be paid by capable people who do not have political protection, as always. A few days ago I read that the purge in one town was started in the theatre! This will be the hit of a season for a time and later when dust falls down we will see that everything is as it used to be before".⁷ I would partially agree with the presented attitude, but I would still claim that changes cannot be stopped, politics can chose and give up on reforms but if it gives them up the stirring weal will be taken by market logic which does not accept the logic of Serbian administration.

The dispute of strategic frame for reform of the public sector can be approached from various angles and points of view. In this development stadium, it is important for Serbia to recognize strategic frame through the present state and possibilities of broadening intellectual capital and technology capacity, that is something applicable to everybody but also a necessary assumption for other aspects of changes. In other words, perceiving and understanding the importance of people (knowledge) is in direct proportion with the possibilities of successful achieving business transformational changes in public sector.

3. KNOWLEDGE – POWERFUL POLL FOR PUBLIC SECTOR AND ADMINISTRATION REFORM, WITH AN EMPHASIS ON INFORMATIC EDUCATION

*"The ground under his feet collapsed. He fell through the ice and threw
The last glance at the world above the surface. And then the hell broke loose..."*

J. Riderstrale

Societies that value knowledge as resource, which invest into education and science, where information infrastructure is developed and high quality system implemented, rank individuality highly, abilities and creativity of both individuals and organizations, get described as innovative (intelligent) for a good reason. This is witnessed by countless examples that are more and more numerous each day. Japan made a strategic decision twenty years ago to change economy development strategy, and instead of investing into heavy industry moved the focus to branches connected to human mind and knowledge, that spend a little energy and raw materials. The results of the decision are visible today! Russian president, Dmitri Medvedev, called the nation to all spread modernization and change of Russia on democratic principles: Instead of obsolete society

⁶ http://sr.wikinews.org/wiki/Necesarry_public_sector_reform

⁷ Popov A., Regionalism sector manager, Novi Sad

where politicians bring all decisions we will develop into an intelligent, free society of responsible people.⁸ In the USA the number of employees in the fields of high education and knowledge, as professional and business services equalled the number of industry employees (where the number of employees decreases regularly). We start from the point that specific knowledge and then competitiveness of economy are based on knowledge depend on the systematic and organized skilled people. Finland tripled the number of PhD papers from 1989 -1999. and thus increased the number of people ready to take part in scientific exploration projects connected to state and public sector work.⁹ Obviously, the number of educated people implies changes in other fields, before all in organizational structures, capability for supervision and mentorship, enabling larger material resources..., and in its final effect can be a reliable indicator of development of total intellectual capacity of a state taking into consideration their quality and international recognisability. In Slovenia, for example, The Ministry for Informational Society is assigned by the questions of development and promotion of informatics system and informational technologies, is always ready to test and apply innovations, by which its main priority is to enable internet access to all the citizens, promote economy based on knowledge and electronic business, in private and public sector and to support and enable more quality in performing administrative and other public services by electronic business. Besides, this ministry promotes IT education and courses as well as development of new technologies. Adding to this, people in Slovenia have been investing in infrastructure and explorations, and have introduced a new appropriate interdisciplinary contents for learning at all levels of educational system, and that their basic law infrastructure is based upon regulations on telecommunications and regulations on informing elective bodies of public character – we get the strategy which could be followed by our state using the example of Slovenia. Many states are conscious that the only way is to conquer and keep comparative advantage of public sector; they adopted the concept of “knowledge management”, learning faster than competition is their motto, and knowledge became key organizational resource. This has a certain logic following, taking into consideration the fact that public services depend on knowledge more than they depend on material and other resources. At the same time, it is the reason to talk about learning public organization, where the necessity for knowledge is multiplied and shared among employees, and realized in informal interaction by receiving and giving, when the manager is not the controller but learning moderator in and outside the working place. Connected to this problematic are numerous questions, especially those referring to knowledge definition which is complementary to public sector needs. The answer to this question was partially given by Carl Eric Sveiby in his book “New Organizational Fortune” defining knowledge as individual, silent, aimed at action, based on rules and constant changes. Considering the complexity of the term it can be expressed as competency, which assumes volume of acting of more interdependent elements: explicit knowledge gathered by formal education, skills (know how), experience (based on past mistakes), values (filter for concluding whether correct things are being done) and social net (relationships with other people).¹⁰ In the article published by „Sloan Management Review“ it is pinpointed that: “Primary activity of work which requires knowledge is creation, gathering, keeping or application of knowledge. It is performed by professional or technique workers with high level of skills and expertise. Business processes that require knowledge include exploration and product development, advertising, education, professional services as law, accounting, consulting and also include managing processes as strategy and planning”¹¹ By a broader view to this approach it is clear that it can be applied to clerks in public sector where informational technologies are very important field of changes. Namely, transition provokes public markets to adapt information technologies and considered from the aspect of software it is important to reach transparency and responsibility in operations of state institutions with an aim to attract foreign investments. The needs for software are connected to development of various internet services, conditioned by requirements for larger efficacy, decreased expense and better managed budget, more transparent public requirements, better management over legal system, health etc. Public sector employees in our country, unfortunately are still focused upon formal following of the rules, without initiative, authenticity and creativity and more time will probably pass until traditional relationship to power in public sector organizations is changed. It is high time for people in public sector to be profiled as skillful as those public enterprises must have experts in management” we pinpoint the fact that the time of political followers time that do not have any results has passed.¹² Bearing in mind that Serbia as well as other South Eastern European countries is surrounded by European Union countries, public service users and before all citizens expect behavior from their administration, if not the same, than at least similar. This requires new

⁸ Russian President **Dmitrij Medvedev** in his annual speech for the nation, 12.11.09.

⁹ public.mzos.hr/fjs.axd?id=12050

¹⁰ **Sveiby K. E.** "New Organization Fortune", Paris : Maxima, 2000. pg. 323

¹¹ **Hope J., Hope T.**, Competing in the Third Wave -The Ten Key Management Issues of the Information Age, Harvard Business School Press, Boston, USA, 1997.

¹² President PKM, **Bugarina M.**, statement given on 20th, September 2009. to „Tanjug“, on IMF agreement realization on public sector reforms

knowledge connected to strategic planning, operation support, and delivery of various services, knowledge from the areas as managing human capital, public sector bookkeeping, social rights and services, managing taxes, etc. At the level of technology, possibilities for improving public sector are numerous. Technologies can improve adaptability and better usage of existing systems and at the same time enable development and innovation implementation (new online web services development, numerous small applications as: modules for issuing driving and building licenses, etc.) for creating new intellectual market in public sector. These and similar tendencies in changing contents and quality of knowledge influence the setting of priorities of loyalty, particular to the public sector, and thud: personal development appears first, then professional loyalty and only in the end loyalty towards public service. Ghoshal and Bartcett suggest changes in traditional employee contract by so called moral contract.¹³ According to moral contract each employee takes personal responsibility for offering his or her maximum and in return, managements creates freedom to choose work they personally like most, instead of creating the feeling that they are happy to have a job. Namely, each individual is offered a possibility to learn and improve during his life time, and thus improve his chances to find a new job. At the same time, stimulative inter surrounding is created that enables the employee to use his knowledge, abilities and skills, motivating him to stay in public service despite new possibilities offered to him.

4. FINAL CONSIDERATIONS

In the future learning and gathering new knowledge, abilities and skills must be a personal responsibility of each individual and this is not self cheating but self selection. Public sector employees will have to take responsibility for improving their knowledge, not waiting for the initiatives to come from the upper levels or as an obligation enforced by managers or as a “must”(as at present and it only refers to accepting earlier higher school education)... Colin Rosei and Malcolm Nichols confirm that attitude in their book “Fast learning for the 21st century”. They say: “The future belongs to those who successfully manage three things: fast learning, larger memorizing capabilities and creative thinking.”¹⁴ This means that employees can not behave as clerks in Kafka’s “Process”, because future is something else! It must be seen through new knowledge, new forms of behavior, new technologies, instead of boundaries we set ourselves that bound our brain. Serbia must aim at innovative goals that are stimulative, which means that our perspective is not to close the “gates” to changes but to open new ones to be able to “deliver results through citizen agenda for Europe.”¹⁵ According to this the way of public sector reforms and the way of European integrations are unfinished tasks for Serbia, while public sector reform must be performed through practice and visible steps for all the citizens, that is why we are a society in transition!

REFERENCES

- [1] Davies, S., Meyer, C., Future Wealth, Harvard Business School Press, Boston, Mass, 2001,
- [2] Funda, D., Complete managing education quality, Zagreb, Kigen, 2008,
- [3] Djordjević, M., Managing state administration, boundaries and European perspective, PhD paper, Beograd, 2008,
- [4] Hope, J., Hope, T., Competing in the Third Wave -The Ten Key Management Issues of the Information Age, Harvard Business School Press, Boston, USA, 1997,
- [5] Riderstrale, J., Nordstrom, K., Karaoke Capitalism, bookHouse Publishing AB, Stocholm, 2003,
- [6] Sveiby, K. E., New Organizational Treasure, Paris, Maxima, 2000.

¹³ Hope J., Hope T., Competing in the Third Wave -The Ten Key Management Issues of the Information Age, Harvard Business School Press, Boston, USA, 1997.

¹⁴ www.plark.net/literatura/mng025.

¹⁵ Jose Manuel Barroso, when he represented a Comitee suggestion on European future, European Commission, Brussels, 10th May, 2006, pg. 211,

MOBBING – GLOBALIZATION FOLLOWER AND HOW TO OVERCOME IT

Džinović Muamer¹, Radić Maja²

¹Independent syndicate PPDIVUT BiH, Sarajevo, Bosnia and Herzegovina, ppdivut@bih.net.ba

² Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,
maja_radic@live.com

Summary: *Mobbing – globalization follower, appearance so much more and more to talk and speak about. This disease of the global economy finds fertile soil especially in the transitional processes, i.e. processes of privatization in societies which change their political systems and reorganizations, but also is frequent even in the economies of most developed societies and multinational companies and corporations. Disabling and removing the appearance of mutual unhuman threatening inside of employment and management structures requires constant, energetic and complex contents and measures of numerous actors, primarily partnership of management and syndicates.*

Key words: *mobbing, globalization, economy, disease, management, syndicates.*

1. INTRODUCTION

Increased demands and pressures on working places initiate more important changes in the sphere of labor and working relations, that brings the globalization process. Frequent organizational changes and attempts for competitiveness increase the uncertainty of working places, and adding the inevitable consequences of the global economic crisis - reflects in total more expressed employees psycho-social tensions. Besides this, all dynamic processes of introduction new technologies and new labor form additionally influence on relations change and tensions on the working place. Reflecting these changes on the individual is not depending only on him(her)self, but also on the personal physiological components. Deciding factors that define how the individual will submit new changes and tensions on the working place are: organizational structure, working conditions, interhuman relations and social relations inside the working process and while working, with colleagues, leaders, and managers.

Societies which are in transitional processes are exposed on greater organizational changes, restructuring, privatization, and all these processes and changes mostly are not followed by appropriate programs and preparational measures and help in adjusting to new demands. Leaving employees on their own in finding solution for problems in interhuman relations only reinforces fear from losing working place and privileges. All these influences on appearances of certain forms of employees, mutual threat, honor plot, respect and basic human rights.

2. MOBBING ON WORKING PLACE

During working week, workers spend third of his(her) time working. Whether that time will be filled with pleasure or stress depends on the interhuman relations. Researches present that the psychological abuse in

working environment is undoubtedly present, therefore in our language there is new term introduced for that appearance - mobbing.

Mobbing¹ is specific behaviour where on working place certain person or group systematically, long time, psychologically abuse and humiliate other person, in order to threat the respect, honor, human dignity and integrity. This abuse is sometimes even not stopped until abused person leave the working place. Mobbing is taking place among superiors and inferiors, but also among same level associates. Because of gathering negative emotions, mobbing initiates appearance of different psychic and psychological disturbances.

The expression „mobbing“ originates from the English words mob, meaning scum, sacred, crew, i.e. mobbish what means rough-neck, rude, vulgar. From this above mobbing means forcibly, vulgarly, by scum manners, meaning psychically finishing someone, socially completely degrading, destroying and excluding from social life. This and similar behaviour is signified in the other notions, such as: psycho-terror, horizontal violence, or only conflict.

According to structure, mobbing is honour attack, respect and reputation, contains insult, defamation, and breaks basic human rights, but is not specifically appointed as criminal act. Sexual harrasment, disturbance, ignoring, annoying, threats, decreasing salary....are only some of the abusing forms. Mobbing is widely spread appearance, and most of all researched on the working place. The consequences are expressed on the social environment, working surrounding and on individual, so the problem is emphasized from medical, sociological, legal and psychologic-psychiatric point of view.

Occurence of mobbing on working place is contributed by insufficient transparent ambient, strong hierarchy, lack of internal informing, inadequate leadership behaviourp, insufficient delimited authorities and task dissemination, lack in personal management, suppressing expressing personal opinion.

Very important reason of mobbing appearance in some working environment is even the bad working climate where a lot of envy is present, malice, rivalry and tensions. Unfulfilled ambitions of only one working group member may be a reason for him to start with mobbing, in order to humiliate him (her) or them and discredit too, because of pointing to own personal „abilities“.

There are in literature numerous suptile activities that may be recognized in mobbing, and in different cultures also there are characteristic specific behaviours. E.g. in some working environment the mobbing victim can not even say a word, always is stopped while talking or ignored as never exists. Discussion is suddenly interrupting in the moment he (she) enters inside, victim is excluded from the social life at work (e.g. it is "forgotten" to be invited on celebrations, parties ignorance while break-time). Control of his (her) presence at work is increased, more or less than usual in the mentioned surrounding, victim is to be transferred away from the working space of other colleagues, in distant offices. Receives only meaningless working tasks under her (his) professional qualification level, tasks than can not be solved, or permanently gets new and new obligations. She (he) is not acquiring important informations, victim is permanently exposed on critics, judged for events never happened, for issues that is been intentionally hidden by tempter, or even damaged. Without any reason, victim's results are invaluable. Always there are jokes present about the way of victim's speech, stand, walking, private life, looks, nationality, race, sex, etc. There are uncontrolled rumours going on, defamations, outrages, in trying to embarrass the victim with negative emphasis on complete life, work and privacy (e.g. imaginary sexual intrigues). Possibility for excusing is unavailable. Sometimes are used all possible means of abuse, such as loud speaking and critics, threats, in written form or on phone, sometimes even becoming in telephone call terror. Sometimes physchical and sexual abuses are going on. The final goal is to psychically completely humiliate and destroy the victim. That situation becomes agony for the mobbing victim.

3. PHASES AND MOBBING TYPES

In the first phase of mobbing, as its possible foundation, unsolved conflict among the associates appear, and the consequences are disturbed interhuman relations. Original conflict is soon forgotten, and previous aggressive activities are directed to the appointed person. In the second phase the hidden aggression evolutes in psycho-terror. In vortex of intrigues, humiliations, threats, psychic abuse and agony, victim loses his (her) professional and human dignity. Becomes to feel, and at the end really less valuable subject, which is losing respect in the working environment, support and right for vote. In the third phase, already marked and

¹ First definition - Leymann (1990): "Mobbing or psychological terror on the working place, refers to rival and unethical communication, which is systematically directed from one side or from more individuals towards, mostly, one individual. He (she) is pushed in position where helpless and not in possibility to defend, kept in there with help of constant mobizing activities. They are lasting frequently (at least once a week) in longer period (at least 6 months). Harrasment leads to mental, psycho-somatic and social suffering."

constantly abused person becomes "hitting bag", "orderly offender" for all misfortune and unsuccesses of the collective. Fourth phase is characteristic by desperate "survival" of the victim, when syndrome of combustion happens on work, i.e. chronic syndrome of tiring (burn-out), psychosomatic or depressive disturbances. In the fifth phase, after longtime (even in years) terror, the victims are sickening from chronic diseases and disturbances, leave jobs, or heading to suicidal thoughts.

Starting from the contents and purposes of mobilizing acts and facts who is the victim, and who is the abuser, mobbing can be vertical and horizontal. Vertical is happening when superior (director) mobbies one certain worker, or if it is serious mobbing, then victims are certain group of employees, while particular aim is not achieved (strategic mobbing, bossing). This type of mobbing exists in the case group of colleagues mobbies one inferior person.² In conditions of changes in the company that reflect on the number of employees, there are conditions for mobbing appearance aiming to digress undesired workers from the working places. Privatization process and company restructuring in the transition is followed by releasing surplus of employees, therefore it is more and more frequent the use of mobbing in order to make the workers voluntarily leave the working place.

In the countries where still strong regulations concerning the mass releasing, syndicates³ are fighting for employees rights and react on action on their violations. It is different state in countries that reformed (in the previous period) their law legislative in direction of giving more authorities to the employers, based on which they can release „undesired workers“. On that way, new conditions are made where superiors can decide who will be released on the base of personal motifs, or “strategic“ decisions of company leadership.

Horizontal mobbing is characterized by appearance of mobbing activities among workers on same position in hierarchy structure. Motifs for taking over rival acts can be of personal nature (antipathy, envy, jealousy), or desire to eliminate colleague in order to keep own working place, or position. This type of mobbing is expressed in situations when group of workers are uniting against single employee, who is „victimized“ and serves as valve for frustrations, or revenge. Punishing the „chosen victim“ could be even initiated by behaviour which is not fit in the given cultural pattern (migrants, religious markations, way of work). Empirical researches show that vertical mobbing is showing more frequently⁴, and that there is a small case numbers when a group of workers mobbies the superior. Analyzing who is abuser, and who is victim, it is found out that in 75% of cases the superior mobbies the inferior, and in 25% of cases – colleagues is doing mobbing towards colleagues.

There is also dividing on emotive (affective) mobbing and strategic mobbing⁵, where in the first case it is about the characteristics of mobber person and victim. In practice, deprivation of basic informations is taken as very perfidious measures, or confirmations of finished work are blocked or stopped, not coming to the superiors, and is followed by critics and complains. When mentioned actions last longer, there are serious psycho-social disturbance going on, when specific help from doctor is asked and when is more often absence occurring from work, what can be justified with misfire and decrease employees number as a strategic mobbing aim.

4. ABUSERS - "MOBERS"

The most frequent abusers are persons with specific personal features, decreased capacity for love, persons with problems in the moral system, on moral level, qualifications, personal aims and motifs, i.e. sociopathical abilities (Gruber, 2005). They cover with mobbing their weakness in some other sphere of life (mostly private, in marriage, or family) forming around him(her)self group in which certain importance will be proven towards the chosen victim. Very often they do that because of their personal fears of not to be respected, or become mobbing victims themselves. They are usually joined by persons of weak nature, fearing that they might become also victims of mobbing. Abusers quite often feel inferior and weak, and that feature is hidden with projecting towards others. Abuser is unsatisfied of him(her)self, personal career and abilities and feels envy. They are manipulative and duplicitious, e.g. in contact with victim explicitly arrogant, and with other colleagues symphatic and accessible. Some even abuse consciously, with intention to worse situation of someone else, or to force him(her) to leave the working environment. That is made when

² Kostelić – Martić A., Mobbing: psihičko maltretiranje na radnome mjestu, Školska knjiga, page. 16, Zagreb year 2005.

³ In previous period syndicates had a serious campaign towards the mobbing, and therefore on their adresses can be found informations about the problem, employees rights and persons responsible for victims help: Details: Industriegewerkschaft Metall (1997) Mobbing – wo andere leiden, hoert der Spass auf, Frankfurt a. M. Str. 18. <http://www.igmetall.de/buecher/onlinebroschueren/mobbing/mobbing.html>.

⁴ European Foundation for the Improvement of Living and Working Conditions (2005) Violence, bullying and harassment in the workplace, www.eurofound.eu.int.

⁵ Kostelić – Martić A., Mobbing: psihičko maltretiranje na radnome mjestu, Školska knjiga, str. 17, Zagreb 2005. godine

they feel threatened, or in situations when there is excessive number of e.g. workers. In crisis periods some companies choose “victim sheep” because of internal problems and tensions, and everyone towards him(her) prove that they are stronger and more capable ones.

5. CONSEQUENCES AND VICTIMS

Consequences of inhuman mobbing behaviour can be catastrophic and destroying for the victim person, his(her) health and family, and also for the social system. Are reflected in every area of victim's life. Most often the consequences of mobbing are burn-out syndrome, reactive depressive states, reactive psychotic states of paranoid type, chronic post-traumatic stress disorder and suicide, as most tragic consequence. Person exposed on mobbing becomes demotivated, less productive, absent from work, develops psychic and physical disorders, which can be a reason for sick-leave and even pre-retiring.⁶

Mobbing is equally posed for men and women. Men more often are having threats or physical attacks, and about 15% of women have met also sexual threatening on working place. The most often victims are quiet, peaceful and calm female employees, often threatened with feeling less important, what can be a perfect reason for manipulations. Among employees of high expert qualification, most often are young victims, full of enthusiasm, which career is on the rise, and is not compatible with the expectations of the surrounding, or plans of certain persons. Especially victims are young, single mothers and unmarried persons.

6. DECREASE OF QUALITY AND WORKING PRODUCTIVITY

Mobbing problem is becoming more and more important for companies activities. Behind this phenomenon there are numerous reasons, but it seems that the most important is the employment on determined period: it enables the companies to employ the interesting profile of persons in given moment, but in the same time puts the employees under great pressure because of permanent possibility to end the working contract, because of their age, because of the fact that their business skills in certain moment are not suitable for the employer, because of child waiting, or because of treating them with mistrust, etc.. That behaviour of the management are not often based in company business policy, but have long-term and negative consequences for the victim and leads to isolation, feeling guilt even going out of job. Also, mobbing can be consequence of lack of mutual understanding among the employees, which is born from individualism.

Speaking longterms, mobbing victims experience the situation at working place as unbearable, and often suffer from extreme psychological and physical consequences of abuse. In extreme cases, it may lead to working impossibility, or even to suicide. Employer can also feel the consequences of mobbing: employees are not motivated and quality of their work is unsteady. Productivity on the working place is in stagnation, while in same time business costs are raised because of sick-leave and new employees introductions at work. Experts predict that the global economy annually because of mobbing is losing billions of dollars (e.g. in Germany only that loss is annually about 20-50 billions of dollars).⁷

All these are reasons for need of efforts to remove antisocial behaviour of colleagues in the working environment. Higher management plays important role: if leaders foreseen mobbing, the actors will understand that as permission for further abuse. From other side, if leaders take a stand towards the mobbing, they can only contribute to the business atmosphere where no place for abuse is possible.

Primary task for leaders and higher management must be removing all factors contributing and supporting mobbing. Mobbing is not developed from nowhere and his sources are maybe in the company itself. Typical example: there is restructuring process going on in the company, where workers are buried with additional work, with no correct informations what the restructuring will do benefit for company and for them. Because of this, employees will start feeling insecure, and some of them will begin to express own frustrations towards the colleagues. That vicious circle of fear, frustration and abuse might be stopped in a way if management introduces the employees with the purposes of restructuring and preparations for new work tasks.

Also, it is important to institutionalize the mobbing problem. On the example shown above it means naming the mobbing councillor. Constant discussions about working problems can also importantly contribute to mobbing removal. Besides that, external agreement of employees and management about prevention of physical violence of any kind can also help in prevention of mobbing activities.

⁶ Cassitto, M.G.: Mobbing in the workplace: new aspects of an old phenomenon. - Med Lav, 2001, 92(1):12-24

⁷ Violence in the Workplace Prevention Guide. CCOHS 2001, Wellness in the Workplace Guide. CCOHS 2002

Mobbing may lead to disagreement in the working environment, destroying the communication and decreasing productivity and have many negative consequences for productivity and business activities efficiency. Besides losing the respect, companies often feel even more concrete loss: the financial one – it is estimated that abuse can make indirect costs up to 150.000 dollars/per year for companies of around 1.000 employees. Also, some research show that working abilities of mobbing victims decrease for 60%, and in the same time costs that companies suffer are increasing up to 180% per person.⁸

7. CONCLUSION

Answer to the question how to stop mobbing, would be: with mutual efforts of employers, employees and labor medicine, i.e. with introduction of intervention programs for mobbing removal on working places. With additional education of superiors, even with all the employees with risk, about the meaning of this problem, evaluation and problem analysis from the health and economic aspects, courses for the communication skills, and maybe most important, returning moral values with respect of positive individuals values. Threats and blackmails must be forgotten, discipline measures must be introduced, obtain support to the colleagues and inferiors in working motivation development. Even then trust among the employees in the company may come back.

Many syndical discussions on this subject showed that through greater employment possibilities for young population is necessary to create appropriate conditions for mobbing fighting in the working environment. Concretely the unemployment, i.e. tougher possibilities of employment, are the main reasons of mobbing sustainability on working places, not only among the young, but even the complete working population.

Another necessity is to openly speak for mobbing issues. The young must, working on the campaign of mobbing issues, encourage employees to speak open for the mentioned problem. It is impossible to solve any problem, if nothing is known or mentioned. Mobbing must be understood and treated as serious problem of nowadays society and use every possible way to emphasize it, because of his solution to the employers, and also to the state institutions, and non-governmental organizations too.

One of the most responsible non-governmental organizations in mobbing fighting is surely the syndicate. His protective function must, in future, count on uncompromised fight against mobbing, as one of protection types of security that is guaranteed to its membership.

On the leaderships and on the syndicate bodies, especially young sections and female sections inside, there is ahead responsible research work on discovering mobbing appearances and building most appropriate method of fight for their warning and elimination.

All these requests to work more efficiently against mobbing, its prevention and removal, insisting on reinforcement partnership between management and syndicate, because, we are certain, that the synergy of that partnerships can be the best cure to mobbing appearances in the companies.

REFERENCES

1. Cassitto, M.G., Mobbing in the workplace: new aspects of an old phenomenon. - Med Lav, 2001
2. European Foundation for the Improvement of Living and Working Conditions (2005) Violence, bullying and harassment in the workplace, www.eurofound.eu.int.
3. Industriegewerkschaft Metall (1997) Mobbing – wo andere leiden, hoert der Spass auf, Frankfurt a. M. <http://www.igmetall.de/buecher/onlinebroschueren/mobbing/mobbing.html>.
4. Koić, E., Mobbing, Tokenism, Sexual Harassment of Women at the Work Place, Bread and Roses (26/2005)
5. Kostelić – Martić, A., Mobbing: psihičko maltretiranje na radnome mjestu, Školska knjiga, Zagreb year 2005
6. Independent syndicate PPDIVUT BiH, Sindikalna riječ, nr. 29, january– march year 2008.

⁸ Violence in the Workplace Prevention Guide. CCOHS 2001, Wellness in the Workplace Guide. CCOHS 2002

CONTEMPORARY TENDENCIES IN FOOD INDUSTRY PACKING

Doković Goran

Alfa University, Faculty for trade and banking, Belgrade, Serbia, goran.djokovic@ftb.rs

***Summary:** Functions and primary purpose of product packing material used for food industry is overcome long time ago. Globalization and complexity of the world market, fast flow-stocks and increasing number of the world population impose in the front of the producers and food merchandisers very complex tasks. Great production, fast product transposition, merciless competition and more fussy and demanding consumers request constant improvement and discovering new solutions in the food industry production packing material area. Maintaining quality and products steadiness, will prolong its life duration, by design and packing material form will attract attention, satisfy stronger ecological criterias and besides all be above or in the head with competition are sufficient indicators how important is product packing material. New technologies and materials implementation creates conditions for beginning of smart or intelligent packing material era. Packing material material participation in the product cost becomes meaningful, what is saying that packing material industry are one of the highest growing product sectors. Packing material market has annual rate of 3.5%, what is leading us to the great packing material industry growth.*

1. INTRODUCTION

Packing material is containing and finishing part of every product line and has for purpose to enable the final product safer manipulation, storing and transport to the client, while packing material makes the inseparable product part and its role is to keep the product and to present it to the client in the best way.

Product technology packing material is of strategic importance for food producers, because it is key for product competitiveness on the market. Advantage on the other producers can be achieved by adjusting to the demands and client desires, opening new distributive channels, better product look quality, decreasing packing material costs – and also the product prices, product separation on the market (branding) and increasing product accessibility to the clients.

Sometime ago the packing material was assessed as unimportant marketing instrument, however thanks to the technology development and more fussy consumers, producers and salesmen were forced in the packing material to promote the basic functionalities, what makes the appearance of new functions. Packing material nowadays presents „quiet stock salesmen“ and is important marketing instrument in acquiring clients.

Costs decreasing in the supplying chain must be carefully balanced between the basic technical packing material requirements for quality maintenance and food righteousness and efficient distribution possibilities. Nowadays the look of the packed product has significant importance, because the packed material design and form makes the creation and protection of the brand. Keeping the achieved recognizability, projectants and designers include changes which lead to improvement of ergonomic, functional and ecological packing material properties.

Producers and food distributors constantly head to achieving financially feasible packing material way which in the same time satisfies the desires and consumer demands, with maintaining of healthy and nutritive food quality on first place, with minimizing production influence and packing material on the environment.

Challenge to achieve the above mentioned constantly is stimulated by providing new laws and by political pressure. Generally – it is headed towards decreasing amounts of packing material materials and amount of

waste produced. In front of all executing the designing and packing material materials development and forms, technological, marketing, law, logistic and ecological demands are established, which must be satisfied.

Besides traditional packing material materials, nowadays frequently is spoken about biodegradable materials produced from renewable raw materials sources, which are easy degradable under influence of environmental factor. In the recent years in the science there is trend of biodegradable packing material development which can satisfy all product needs for maintaining its quality, and parallel decrease the environmental pollution. In our country researches are also undergoing in this area, but there is little data announced.

In order to protect the product, i.e. to transport, stored and supplied to the final customer safely, it must be put in certain vessel, wrapping or similar, i.e. in appropriate packing material¹. The packing material is a mean that accepts the product and protects it until the usage. The packing material has a role of product protection from various mechanical-physical, chemical, microbiological and climatologically influences and other manipulations, but also to protect the external surrounding from harmful product influence. It is especially important for food industry products.

The packing material is active carrier of product's sale. It communicates with the consumers with its shape, texture, graphic design and identification. Besides, it should enable comfortable, simple and easy usage and in the same time to be attractive and contemporary. It must be adjusted to the buyers' power, their consumers' culture and habits, and adjusted to the standards and regulative. It represents polygon which savings are possible and also attraction of consumers' attention, and in order to do so it is necessary good knowledge of some essential functions.

2. FOOD PACKING MATERIAL

Packing and maintaining material of food products must additionally satisfy the firma and specific requirements, because it have to keep the starting quality of fresh or processed food for long period of time². Also, it must be healthy correct in order not to gain supplies contamination with packing material substances and therefore threaten the consumers' health. That's why choosing adequate packing material for certain types of supplies is one of the leading food industry problems.

Packing materials of food industry have gained the greatest prosperity in the second half of XX century. Reason is not only discovering new packing materials, but also an increased food production following the population rise, increasing urbanization degree, changing lifestyle because of high employment, what requests easier and faster food preparation, more expressed hygienic behaviors of the population, etc. In order to achieve this all, packing material and food packing are nowadays regulated with large number of laws, regulative, instructions and instructions for use.³ Packing and maintaining material of food products meaning in the contemporary society, could be summarized through following requirements:

- Prevention or reduction of product damaging and food poisoning, what makes energy savings and vital nutrients and also protects consumers' health;
- Decreasing communal and city waste, using functional packing materials, by recycling packing materials, and using certain types of waste for cattle food production or fertilizers;
- Decrease of various supplies types costs by using cheap packing materials, by their mass production and distribution system promotion thanking the economical packing material forms;
- Decreasing falsification's risk;
- Food presentation on hygienic and esthetically attractive way;
- Communication with the consumer through the packing material which will enable to be informed for the consummation issues and accordingly to make right decision for buying;
- Facilitation for manipulation and products usage by practical packing material forms, what saves time;
- Product competitiveness increase on the market;
- Product accessibility from all over the world, throughout the whole year;
- Prolongation of product lifetime sustainability, what makes the waste amount smaller;
- Energy savings by using packing material which does not requires product cooling or freezing within distribution and storing.

Choosing adequate packing material requires good knowledge of product properties and its specific demands, such as knowledge of material properties and packing process.

¹ Curaković, M., Vujković, I., Gvozdenović, J., Lazić, V. (1992), *Praktikum kontrola ambalažnih materijala i ambalaže*, Novi Sad.

² www.tehnologijahrane.com, 25.01.2010.

³ Coles, R., McDowell, D., Kirwan, M., (2003), : *Food Packaging Technology*, Blackwell Publishing Ltd., London.

3. ACTIVE PACKING MATERIAL

According the EU Regulation for materials and objects coming in contact with food, empowered in year 2004 (Regulation 1935/2004), it is approved the introduction of "active" and "intelligent" packing material, while the additional requirements will be provided with specific measures which will include also the positive list of substances allowed and/or materials.

Under notion of "active" packing material material is defined, which is constructed on a way to allow active components or absorb from food in order to prolong the duration of lifetime or maintenance or packing conditions improvement. Mentioned new packing material types must not change the contents or organoleptic properties of food or result with informations that can fraud the customers. Active packing material must not contain substances with intention of hiding the food poisoning process.

Those packing materials must contain information for safety and correct usage the packing material. That regulation also confirms the requirements for origin marking and final destination.

Traditional packing way (passive packing), concerning the distribution ways and product storing, has its limitations in product protection. Requirements for product lifetime increasing, i.e. negative consumers attitude towards preservatives brought to active packing development.

Active packing material constantly changes permeability because of various evaporating substances concentrations, i.e. gases in packing air space above the contents itself or because of antimicrobe substances additions, antioxidants or other substances which maintain good product quality while storing. That packing material is called also interactive because comes to the active interaction with the food. The purpose of active, i.e. interactive packing is providing conditions for prolonged food lasting while storing. For the active packing, oxygen removing means are to be used, absorption or developing carbon dioxide, delivering ethanol, ethylene absorption and moisture absorption⁴.

4. INTELLIGENT OR SMART PACKING MATERIAL

Under "intelligent" packing material we mean material which comes in contact with the food and which appoints to the state of packed food, i.e. gives information for product freshness⁵.

At the intelligent packing materials external or internal indicator is present, helping for indicating the product's quality. Typical examples "intelligent" packing material contains indicators of time and temperature, and put on the packing material's surface. On identical way can be used the indicators of oxygen and carbon dioxide presence. There are also efforts of indicators usage of product spoiling process which react with evaporating substances occurred in the chemical, enzyme or microbe reactions of disintegration (interactive "intelligent" indicators)

Purpose of those indicators is to indicate with colour change to the change of quality before the beginning of product spoiling. Temperature indicators show (mostly in the form of mechanical deformation, colour change or colour migration) on the termical tensions that packed product has been exposed in the distribution chain. In that case there are two types of indicators⁶:

- continuous registering of temperature deviations (indicators time - temperature) and
- registering extreme conditions, i.e. whether the product has been exposed to high or low temperature comparing to the critical one (temperature indicators).

Commercial indicators time-temperature function on the chemical diffusion basis, polymerization reactions or enzyme reactions.

Those are indicators mostly active, so should be kept under critical temperature or it is necessary to physically activate them. Nowadays it is working on new indicators which can be activated by them, what enables their maintenance in room conditions. Generally acting of oxygen and carbon dioxide indicators is based on colour change caused by the chemical or enzyme reactions.

Mostly come in the form of tablets or labels, and their greatest advantage is showing the packed product quality.

Namely, it is not necessary to open the packing in order to check the quality. Also there are possibilities of controlling the undesired microorganisms by embedding or coating with quarter ammonium nitrate. Namely, it is stated that bacterial cultures die after 3-4 days if put on the metal surface, such as silver, cuprum or unprocessed nickel.

⁴ Rooney M. L., (1995), *Active Food Packaging*, Blackie Academic & Professional, Glasgow. p.260.

⁵ www.tehnologijahrane.com, 25.januar 2010.

⁶ Vujković I., Galić K., Vereš M., (2007), *Ambalaža za pakiranje namirnica*, Tectus, Zagreb, str. 498.

In this category of packing materials special place is the "electronic paper". It is about technology of paper thin display, flexible and relatively cheap, which can be used instead of classic labels in every packing. This technology could in short period of consumers product packing material convert in digital medium shiny graphics and text, showing prices, special offers with attractive pictures which blink on miniature flat displays with thickness of paper, what can be special trick for the youngest buyers.

Display is made of polymer photochromic material, and can show digital text and pictures thanks to the electrochemical reaction and by help of low voltage charging. When there is no such charging, electronic ink is invisible. Energy source is the ultrathin batteries, while electronic memory tracks feed the pictures. Currently it is not the problem with technology, but in price, reaching even 40 dollars by piece of few square centimetres.

5. PACKING MATERIAL ECOLOGICAL STATUS

Packing material significantly influence on natural relations change in the environment. Its influence starts with the usage of raw materials, continues with production activities, implementations and not ending with packed product usage.⁷ In that phase of packing functional characteristics stop and it becomes packing waste. Used and rejected packing material can esthetically damage the environment. Besides, it may influence the air pollution in all phases, waterflows and land, what is especially expressed in inadequate activities with rejected packed materials⁸.

The protection of environment must be special and with increased attention on daily basis. Accepting the fact that packing material is „needed evil”, i.e. that its quantity is growing every day because of higher degree of food finalization and is conditioned with increasing of consumers population (Earth population), its ecological status is more dominant than the economical. In rehabilitation purposes, promotions and changing of unpleasant packing materials on the environment, it is necessary to provide all needed measures and activities accepting the philosophy „the environment is not inherited by our parents, but we have borrowed it from the children”. With imperative of conquering new technical and technological solutions, we must accept the obligation of protection, renewal and promotion of the environment, what is only possible with adoption of so called sustainable development postulate. Under this notion is meant the intensive scientific-researching work on adoption and implementation of new technical and technological solutions which will promote and develop the environment.

How to assess the packing material influence in the mentioned thinking ? Without intention to unnecessary increase its unjustified importance, it must be stated the important influence of packing material on the environment. It is expressed in every phase of the production and packing material implementation. At the usage of raw materials it is specially emphasized in the wood cut, at the oil usage as mineral raw materials. Wood cut destroys the natural oxygen producer, and therefore the balance of oxygen and carbon dioxide. This effect can be stopped by law regulative, confirming the obligations of forming new implants before the wood cut, talking about the oil in total balance of spending only 10% is used for making the polymer materials, and the rest as energy raw material. Concerning the evaluation of these raw materials resources, the only correct solution is finding new and using current alternative energies.

The process of raw materials and packing materials production in smaller or bigger scale is polluting the environment. In that sense the production of polymer materials is smallest polluter, because it is about so called closed technologies. The process of wood and paper and carton production of packing materials is great chemical polluter of environment, while for the glass and metal, especially aluminium packing materials great amount of electrical energy is used. Packing materials implementation is conditioned with the energy spending, and in that sense most feasible packing material which mass by mass unit of packed materials is the smallest.

Used and rejected packing material might double influence on the environment. When rejected, on improper place, it visually impacts the environment, and disposed on proper or improper dump sites can in big scale pollute the air, waterflows and land. However, the used and rejected packing materials prepared on appropriate way could be very important secondary raw material.

Also, e.g., paper and carton packing material could be processed again and could be used for energy acquiring by burning. Economically less justified is to assess this packing material as degradable and leave it to decay in the land. Glass packing material as glass waste is regularly used in the production of glass mass, and metal packing material could be reprocessed again. This is especially interesting for aluminium packing material

⁷ www.tehnologijahrane.com, 25.01.2010.

⁸ Vujković I., (1997), *Polimerna i kombinovana ambalaža*, Poli, Novi Sad, page 255.

packing material, because for its reprocessing less than 10% are used comparing the energy needed for acquiring aluminium from minerals.

Special problem is expressed at polymer and combined packing material. Namely, polymers could be processed, but separated on basic polymer materials. Having in mind that for processing this packing material tens of basic packing materials are used and big number of combinations, separation on basic polymer materials could be executed only partly. Mixed polymer materials could be submitted to termic, physicochemical or chemical degradation, and products could be used as raw materials in chemical industry.

Polymer materials which can not be separated or not submitted to degradation in purpose of further processing, can be used for acquiring energy by burning.

Nowadays intensive work is done on researches aiming towards acquiring and implementing biosynthetic and biodegradable packing materials, acquiring and implementation of modified natural organic polymers, production and implementation of grafted synthetic polymers with natural macromolecules. These materials are self degradable or degradable under influence of external factors.

In any case, at all kinds of packing material it is justified from economic reasons to implement all possible acts of repeat processing aiming towards decreasing mass for deponies wasting. This approach is confirmed also in the Law for management of packing materials and packing material waste of Republic of Serbia.

It could raise an issue what requirements are needed from ecological aspect, before the packing at the healthy safe food? Usual attitude is that "healthy food is produced from natural raw materials, processed without addition of chemical substances, therefore must be packed in packing materials from natural raw materials and glass". This attitude is conditioned with the opinion (understanding) that exactly that packing material is maybe ecologically most acceptable?

6. CONCLUSION

According the market indicators of packing materials industry is one of the fastest growing industrial sectors, especially in the food industry, which in Europe is marked by most productive sector valuable 1100 billion dollars. Generally, business connected for packing material from year to year becomes greater business: for year 2007, its value is estimated on 470 billion dollars with average growth rate of 3.5% annually. It is estimated that in year 2014 value market of packing materials will reach almost 600 billion dollars.

These facts point to very fast development of packing materials industry and in technical sense. Constantly are discovered new packing ways, which satisfy stronger consumers demands. It is necessary to provide product from spoiling, but also to provide less disposal of food to undesired changes in the production process. It is possible only if all process points are highly controlled, and the process of packing itself represents one the critical phases of acquiring healthy safe final product. These conditions is possible to fulfill with aseptic packing.

From other side, it is harder to acquire longer duration of product lifetime with no negative influence on quality, what can be achieved with MAP packing. Functional properties of packing materials are extending. Also on the world market intelligent and active packing materials find great implementation.

Having in mind the size of finances investing in packing material industry, could be expected very fast further packing material system development. From technological point of view basics of packing material development are: reaching more quality products, i.e. less changed comparing to the starting raw material, and providing healthy safe product.

REFERENCES

- [1] Coles, R., McDowell, D., Kirwan, M., Food Packaging Technology, Blackwell Publishing Ltd., London, 2003
- [2] Curaković, M., Vujković, I., Gvozdenović, J., Lazić, V., Praktikum kontrola ambalažnih materijala i ambalaže, Novi Sad, 1992.
- [3] Rooney, M. L., Active Food Packaging, Blackie Academic & Professional, Glasgow, 1995.
- [4] Vujković, I., Polimerna i kombinovana ambalaža, Poli, Novi Sad, 1997.
- [5] Vujković, I., Galić, K., Vereš, M., Ambalaža za pakiranje namirnica: Tectus, Zagreb, 2007.
- [6] www.tehnologijahrane.com, 25.01.2010
- [7] www.sr.wikipedia.org, 22.01.2010
- [8] www.reciklaža.in.rs, 22.01.2010

PUBLIC MANAGEMENT AND MARKET LOGIC AND THEIR IMPLICATIONS UPON PUBLIC ADMINISTRATION

Dorđević Mila

National Parliament of the Republic of Serbia, Belgrade, Serbia

***Summary:** When you live in a country where institutions are not firmly organized, success in any sphere of life (business, education, culture...) refers to whether you are able to reshape your future or you will let the past decompose you. On the other hand we live in the global world where everything changes, and it is not the same for everybody to face the changes that happen as fast as the „feast blow“¹ – that is how it has always been and will be in future. Those who do not have „protean“² features, as sociologist Jeff Leaf calls them, who still firmly holds everything in his hands, clinging to the past and building geographic and mental fortresses around himself, as if they have not understood vacuum around them, and have not grasped that the power escapes from those who strictly apply traditional forms and rules to those who are braver, more prepared to break those rules while creating new ones. Democracy in our country was created with the intention to change the state and society but during time because of inability or something else, evolved into conglomerates of different opinions which lost legitimacy, and as it seems their authority and respect. On the other hand civilization changes require completely new state institutions and administration, which can by their efficacy substitute state flows on many fields. That is why it is often said that national interest of a country requires successful work of state administration during peace which is the same as military strategy during war.*

***Key words:** state administration, market logic, citizen employer, public business manager – profession of the future*

1. INTRODUCTION

State administration has lived under “state protection” for years, which gave it recognizable qualitative and quantitative identity, because of which the word “personnel” as a foggy contour is mostly used to convey negative meaning. Under the pressure of changes brought about by post-industrial society and informatics era its firm aura stated to break slowly, so all the things which were secure an untouchable in the past slowly disappear. Uncertainty creates fear by itself “as the old God the whole world used to believe in, is not alive anymore”³, but it also creates the need for improvisation or even the need to restore past, which started to disassemble with more or less success.

One of the strategies that state administration prevails its expiry date is to pinpoint its purpose – by achieving higher professionalism it becomes rare and required resource. For this to be achieved it needs knowledge, brains, and energy and instead of thousands of “revolutionary” ideas, aims and vague strategies, one realistic and believable option, which will show that future condition will be better than present one. In order to make this vision true we need changes in complete state structure, bearing in mind that, as Peter Drucker said “regime that doesn’t provide enough strong reasons for people to change, loses its legitimacy during time”.

¹ **Karnegi D.**, A leader inside you, Narodna knjiga, Belgrade, 2006, pg.9

² **Proteus** was an old man in Greek mythology who lived at the bottom of the deep seas and could change shape

³ **Nietzsche F.**, So said Zarathustra, translated by Rudi Herman, IP Knjiga, New Belgrade, pg. 222

The Republic of Serbia and its institutions must be brave enough to tear strong threads that prevent changes or pull development backwards, and that all together take the initiative for self curing”,
Instead of supporting those “*who sit in ponds and speak behind cattail and cane: virtue means to sit quietly in the pond*“.⁴

2. SOCIAL IDENTITY OF STATE ADMINISTRATION OF SERBIA

*"A man should climb a hill and
His horizon should be a sate.
The purpose of a state is happy life".
Aristotle*

Similar to previous historic changes Serbia went through, transition is a process followed by numerous shakes which introduced very vague “disorders” in so far stable and protected system of state administration. These shakes are consequence of survival battle of ruined and impoverished state, which cause, seen from this perspective, was not of material nature but in insufficient consideration and understanding (and thus adaptation) to civilization changes. Serbia had and missed the possibility of choice, and as Bernard Shaw said: “*reasonable organizations adapt to the world and unreasonably persist in trying to adopt the world to them*”.⁵ This explains one more controversy which exists between the imperative of European integrations and persistent delay of the State of Serbia to perform real institutional reforms that would guarantee their inversibility, which can be connected to the “effect of political foginess.”

If you start from the point that recognizing the problem is half way to its solution, we should start from this universal truth, with which going forward requires not looking back, this becomes important for being able to recognize and overcome persisting obstacles. “*Most of the things I was given by my formal education, I had already learned in a series of accidents and failures, I learned through catastrophes*”, recognizes Charles Hendi.⁶ So, when we speak about Serbian administration we mustn’t forget the facts that “mistakes” from the past are still present today, but after democratic changes they got a new name and changed value sign. While developed world was cooperating and searching for new possibilities our politics was occupied mainly by itself so it couldn’t deal with administration even in the domain of concepts, and without appropriate concepts there are no practical solutions, and administration as it is now is still untouchable (mostly during elections?!). If a weak state is not capable of organizing (or organizing itself), and state administration functions on the holographic organization principle⁷, this means that it is not mature enough for responsibility of organizing a state, so a question appears: What is a way out?

I do not believe that it is a kind of a mysterious force which should move us from above, it is only the decision to wake up the sleeping foundations of our society and stop this worthless continuing, bearing in mind that we talk about problems which are more superior to those connected to the capital, profit and other material resources. This is the truth that can not be changed but we can change our conscious choice. In this specific case this means introducing our mutual aim and clear targeting towards it, without any excuses, useless explanations, bad imitations and improvisations. Autoritary inheritance in state institutions in Serbia certainly exists and the way it further branches is still uncertain. This is not surprising when we bear in mind its life expectancy and the fact that it was nourished on ruins of the previous traditions, general values, collective identity, mutual aim, and sometimes we have the impression that it was untouched only its logo is more visible. Emil Zola was obviously right when he noticed in 1886. : “*We stopped believing in God but not in our immortality*”. This is the case of Serbian administration, everything can change and disappear but it can not?!

On the other hand, measure of success of Serbia is exactly in the fact of how much it is capable to put into effect all the things that are fulfilling criteria or obligations toward European Union. Not because European Union requires something special from Serbia but because it can not accept a state that is not compatible. The fact is that the system in Serbia in this moment is not compatible to European Union, both comparing to political and economic standards, and state institutions and administration, so improving credibility is the most important task for Serbia, and its operationalization – building a new identity of state institutions and

⁴ Nietzsche F., So said Zaratustra, translated by Rudi Herman, IP Knjiga, New Belgrade, pg. 78

⁵ George Bernard Shaw., Human and Superhuman, 1903

⁶ Hendy C, The Empty Raincoat: Marking sense of the future, London, Hutchinsnon, 1994

⁷ The whole area of holography is based on the feature of light to act similarly to a wave of water. A light wave can be permanently written in the film and thus we get a group of light and dark lines (that look like a wave themselves) – it is a hologram; lines are very dense and numerous (up to a few thousand on a millimeter), and their number, density and shape bear complete information of the third dimension of the object; this means that parts reflect the whole.

administration. Do our state institutions have the strength and possibilities to enforce themselves and be more modern and faster in changes than they have been so far? In fact, how do we overcome a paradox that everybody agrees that changes in this area are necessary but on the other hand they claim that there are not enough capacities (or good will, I should say). Thus, consensus enforces itself as the most important, but it is not a declaration or a definition or a promise that it is our primary aim; It is something like a fixed aim to be fulfilled.

In institutional sense Serbia passes through a period of transition (and globalization). Now and in all the previous changes administration number is alpha and omega of all the changes, which is at the same time a paradox in itself. Serbia is a very small state, but on the field of state administration it is undoubtedly large, so we get the impression that it is somewhere in-between – without the capacities to solve crucial issues and too big to solve small problems. We live in the boundless world, this is mostly accepted as a fact, and in this world a clerk still exists, with fixed ideals, deeply rooted habits, diplomas and state exam past thirty years ago, in whose traps were caught even political parties in power (obvious through enlarging budget for state administration during election period). This could to some extent explain reasons, why efficacy always prevailed adaptation in all so far attempts to organize state and social coherency. Starting from this the process of making a new social identity of state administration is necessarily inclusive, and Serbia is free as many times before that in a number of models, frames and suppositions, make a choice, or it will as usually miss the opportunity and wait for somebody else to do it. Strategy of the countries that have already passed the transitional way, can be helpful, as concluded by Elster et al., *citizens have never stopped the reforms and asked to return to communism, they were not opposed to even more radical changes. Quite on the contrary, where reforms were more radical, they were more successful*,⁸ or a message given by Friedrich Nietzsche: “If you want to reach you need legs! Don’t let them bring you up, don’t sit on anybody’s back or head!”

3. NEW PUBLIC MANAGEMENT, MARKET LOGICS AND THEIR IMPLICATIONS UPON THE STATE ADMINISTRATION

*First we shape our structures,
and then they shape us.*

Winston Churchill

The founding father of a birocratic theory, Max Weber, claimed that social system can be changed by a sword, wallet or words⁹, and in the 20th century Serbia confirmed all the three options, and it didn’t even succeed in making a *mutual communication cod* about where the state is going, and which values, principles and institutions will compose the foundations of a new Serbian society. We have always lacked communal vision, idea or a clear identity and urges for changes. If we want to prevail and survive in the world of work we must learn and change ourselves, as knowledge is goods with expiry date too, if it is not use and improved it is worthless. Shortage of political structures and procedures which should change the state apparatus of a future state, unfortunately made administrative apparatus irreplaceable still, and their profile so accented that time and patience will be needed until it is substituted by state principles and new concepts of public management.

How should we open clerk gates and break their protective auras, to break free and develop new knowledge, capabilities and skills for improving state aims? One is certain, it is not enough to enable knowledge to enter into state institutions, so that we, if asked, can show that we have it, while it exists buried into spider web, (has no purpose), but has to be implemented, provoked, motivated, developed...

In the other words, state employment should be counted upon only by those who are adaptable to conditions and time and those who constantly improve and innovate their knowledge, capabilities and skills. For some these trends look gloomy while for the others they are a chance and challenge. Anyway, what kind of destiny do we want for ourselves in the future times depends mostly and exclusively upon ourselves. But one thing is certain, “As soon as you understand that you are riding a dead horse you should get off it”.¹⁰

We didn’t understand the old Indian wisdom and Serbian administration did not accept the key postulate of the modern world – new knowledge, new logic of the market, new principles of work. It is on these fields exactly that theory and practice disagree. Market logic politics and profit orientation almost certainly do not recognize Serbian administration identity. Simply put, they are not for each other! On the other hand, European Union integration as our strategic aim and means of transition assumes that Serbia has to make state

⁸ Aslund A., Building Capitalism, Cambridge University Press, 2002, 363,

⁹ Weber M, Economy and Cosiety, University of California Press, Berkley, CA, 1978.

¹⁰ An old Indian saying

administration similar to European – which offers maximum result with minimal costs. This implies accepting and applying all the European management standards and creating a number of assumptions on personnel, organization, logistic ads technique and technology plan, as well as concepts dealing with public management.

In our state institutions we do not pay enough special attention to *"New public management"*, a concept which brings various systems of methods and techniques, taken and adapted from the private sector which proved themselves in practice in many countries of the world (starting from confidence, decentralization and distribution of information and knowledge, new education and preparation, clear functions and responsibilities, to feedback, motivation and rewarding, and resources needed for functioning), according to which the role of service for economy and citizens is basic principle for state administration. This looks like contradictio in adjecto at the first sight only, or as something that can not exist in state institutions, as the saying itself shows something that can not be controlled by the state anymore or redefines its essence. But the values have changed and suppositions must give way for decisions and one of the most important is to *gradually convert state administration from controlling organ to the organ that makes economy and market work easier, it can not be the one who gives the orders but the one who receives them whose order givers are the citizens of Serbia*, who will choose the jobs performed by state administration for them. So, citizens are state administration clients and it must protect and serve their interests. According to predictions dominant influence upon building such identity will have the state, economy (public finances), cultural, informatics, social and political surrounding..., because of what many experts following world trends agree in prognoses that *manager in state institutions will certainly be one of the professions of future*.

That is why the concept of a new public management is important for Serbia. Before all, that concept and politics can make Serbia recognizable in international surroundings. Managers leading state institutions must constantly be in search for strategies which will improve the image of state institutions. Good strategic solutions are as good as state administrations performing them are good. Such organizational skills essentially make collective skills and state administration culture. Only stable, strong and functional state administration is capable of communicating in several languages, regularly follow regulations' changes and include them into local regulations system and this will enable that Serbian interests compared to Europe (the world) are clearly articulated. Serbian strength is measured by capabilities of its representatives to present and argument different attitudes and requirements in the process of preparation of various documents; what applies for 27 (and maybe more) European Union members, must apply to Serbia too.

4. FINAL CONSIDERATIONS

A hard period through our country passed and is still passing through influenced the identity of state institutions and their administration. Historically seen, a mistake has been made in this area – positional and professional structures were kept, that controlled all the important processes and projects and during the process their knowledge and abilities could not be put into question. But the job of state administration (as all the other jobs) is not final and permanent and will never be. Whether we want it or not all present and powerful European values will influence us more and more and they will change our attitude towards the state, market, citizens, work, technology... They will influence the state institutions and the need to be refocused, reorganized, restructured, reshaped...

Today, the power of the market is stronger than ever and this is reality. The requirement is also that state administration should (must) think by the logic of the market. Citizens are clients, they expect the state administrators to perform more than ever for the money they provide. More simply put, knowing the regulations, rules and normative is not enough anymore, now citizens should be satisfied, attracted and made addicted. To be able to achieve this it is necessary that state institutions are "defrosted" and become organizations ready to learn, willing to improve knowledge and skill transfer, to change "must" to "want". In that way only we should understand all the previous lines, which were written not as an attempt to define something that is yet to come but as a **necessity**, that doesn't prefer to present itself as permanent and final, and especially not as a whole or the only correct, as said by an artist Andy Warhole: *"My pictures never turn out as I had expected them to be, but this doesn't surprise me"*.

REFERENCES

- [1] Aslund, A., Building Capitalism, Cambridge University Press, 2002,
- [2] Bouman, K., Strategy in practice, Prometej, Novi Sad, 2003,
- [3] Gidens, E., Consequences of being modern. Belgrade: Filip Višnjić Hantington, S.P.Civilization gap and reshaping world order. Podgorica, etc.: CID, Banja Luka: Romanov, 2000,
- [4] Hendy, C., THE Empty Raincoat: Marking sense of the future, London, Hutchinsnon, 1994,
- [5] Karnegi, D., Leader inside you, Narodna knjiga, Belgrade, 2006,
- [6] Nietsche, F., Thus said Zaratustra, translation by Rudi Herman, IP Knjiga, Novi Beograd, 1980,
- [7] Popov, Č., New world order – to the advance guard of a new history epoch, Smisao Belgrade, 1999,
- [8] Riderstrale, J., Nordstrom K., Funky business, BookHouse Publishing AB, Stockholm, 2002,
- [9] Weber M., Economy and Society, University of California Press, Berkley, CA, 1978.

ОСНОВНЫЕ АСПЕКТЫ ПРИМЕНЕНИЯ ЭКОНОМИКО-МАТЕМАТИЧЕСКОГО МОДЕЛИРОВАНИЯ ДЛЯ ПОДГОТОВКИ УПРАВЛЕНЧЕСКОГО РЕШЕНИЯ

Гавриловская С.П., Доможирова О.В.

Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия,
sgavril@inbox.ru

***Аннотация:** В статье рассматривается возможность применения экономико-математического моделирования для подготовки управленческого решения. Предложена схема цикла принятия управленческих решений с использованием инструментов моделирования.*

***Ключевые слова:** управленческое решение, цикл принятия управленческого решения, стадии цикла, экономико-математическое моделирование.*

Предприятие – это основной структурообразующий элемент экономики, который, взаимодействуя с другими предприятиями, определяет модель взаимоотношений субъектов экономики, правовую среду государства, а также удовлетворяет потребительский спрос. Чтобы любое предприятие в условиях рыночной, потребительской конъюнктуры оставалось конкурентоспособным, необходима сбалансированная политика менеджмента организации.

Принятие управленческих решений важный вид деятельности осуществляемый менеджером. Существует множество мнений, определений и подходов как к понятию "управленческое решение", так и к механизмам его формирования. Сегодня среди экономистов есть некий неорганизационный подход к сущности управленческого решения. Это приводит к путанице в вопросах понимания сути управленческого решения, мест их принятия и лиц, их принимающих.

Хотелось бы заметить, что основные определения основываются на классическом подходе Г. Саймона к управленческому решению как к процессу, тождественному процессу руководства и составляющему сущность управленческой деятельности. Ведь принятие решений неизменно сопровождает деятельность менеджеров и всех работников организации, а ее деятельность в целом – это непрерывный процесс принятия решений. В то же время каждое управленческое решение является уникальным и оказывает влияние на все функции управления в любой организации.

Управленческое решение подчиняется внутренней логике, что характеризует цикл принятия решения, который состоит из стадии подготовки решения, стадии принятия решения, стадии реализации решения [1]. Принятие любого управленческого решения начинается с постановки задач, и рассматриваемый цикл заканчивается, когда выполнена сформулированная задача. На этапе выбора управленческого решения поиск альтернатив заключается в непрерывном анализе внутренней и внешней среды для выработки набора вариантных решений, затем производится сравнение и оценка имеющихся вариантов, в результате чего происходит либо выбор оптимального решения, либо изменение или корректировка намеченных целей и задач. На следующем этапе решение начинает реализовываться, то есть до исполнителей доводятся основные положения решения, осуществляется контроль над ходом его выполнения, вносятся коррективы и оценивается полученный результат выполнения решения.

Процесс разработки и принятия управленческих решений, являясь одним из связующих процессов, пронизывает всю управленческую деятельность. Сложность оценки и сравнения альтернативных вариантов управленческого решения состоит в невозможности фактического эксперимента. Ведь нет лабораторий и исследовательских баз для практической реализации и отладки решения. То есть, у экономиста-практика нет возможности поэкспериментировать, получить результаты эксперимента, сравнить их и выбрать наиболее удачный вариант. Поэтому математическое моделирование дает менеджеру надежный инструмент и возможность для "примерки" управленческого решения на конкретную экономическую ситуацию.

Широкое многообразие методов и моделей позволяет значительно повысить эффективность и результативность разрабатываемого управленческого решения, а экономико-математическое моделирование является важным элементом в системе принятия управленческих решений.

На рис. 1 представлена схема цикла принятия управленческого решения с использованием инструментов математического моделирования.

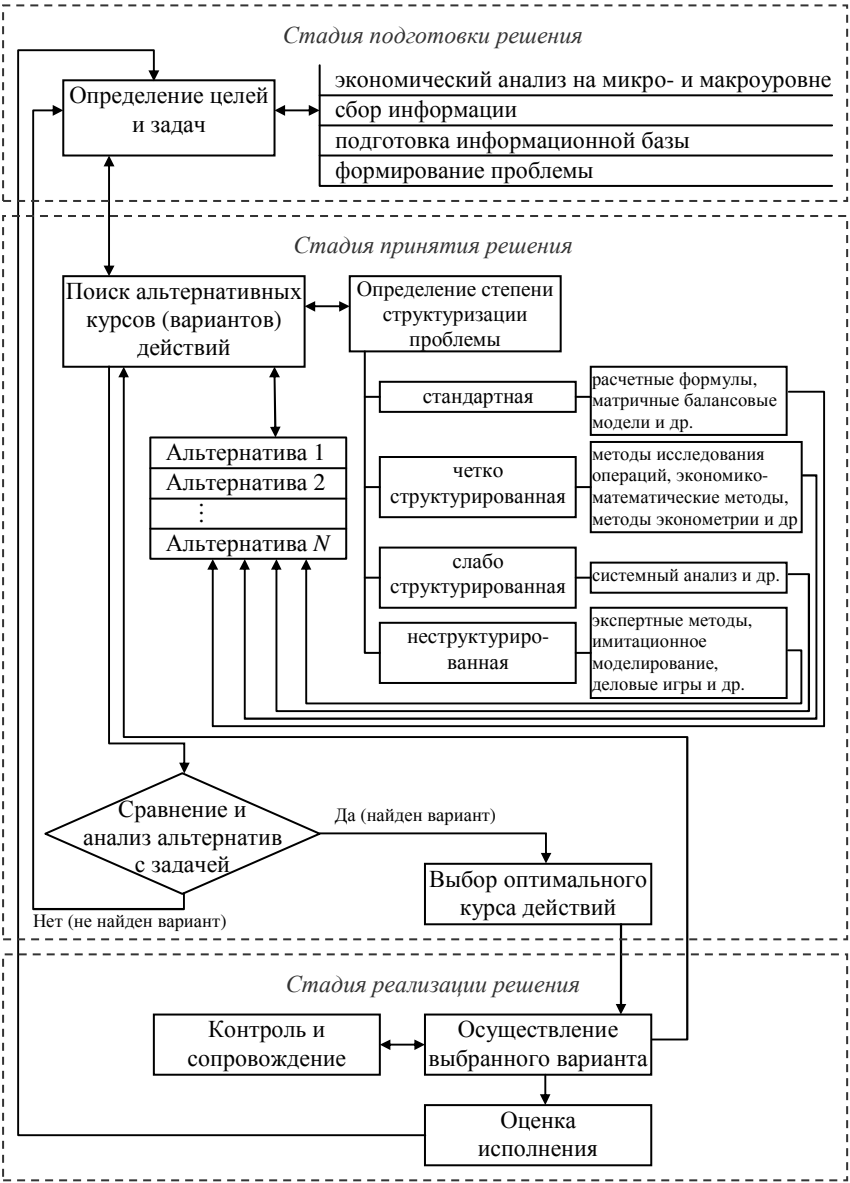


Рис. 1. Схема цикла принятия управленческого решения

Как только задача управленческого решения будет сформулирована, необходимо проанализировать степень ее структуризации для выбора математического аппарата решения. Обычно структуру проблемы определяют по следующим логическим элементам [2]: цель, достижение которой означает, что проблема решена; курс действий; модели для формализации проблемы; критерий для оценки курсов и выбор предпочтительного решения.

Хотелось бы заметить, что определение степени структуризации проблемы – один из важнейших этапов принятия решения, ведь ошибка в этом может привести к неверному выбору метода и модели. Выбор неверного варианта решения дает либо отрицательный результат, либо результат с меньшей выгодой. Поэтому для использования экономико-математических методов необходим специалист, обладающий высоким уровнем знаний в экономической теории, в методологии анализа экономических процессов и явлений, а также имеющий глубокую математическую подготовку и владеющий приемами моделирования.

Нельзя не отметить, что в России внедрение и использование экономико-математических методов на практике для принятия управленческих решений продвигается медленными темпами. Степень их применения намного ниже потенциала, а влияние на качество управленческих работ еще невелико. Сегодня большой толчок для повышения эффективности управления дает внедрение автоматизированных систем управления, а достижения аналитических моделей, используемых для научного анализа и прогнозирования экономических процессов, в реальных технологиях управления значительно более скромные. Большинство управленческих задач, решаемых с помощью моделей, практически всегда остается на стадии расчетов и теоретических экспериментов, а их пользователями остаются разработчики.

Также в настоящее время наметился заметный разрыв между научно-исследовательскими разработками и практическими управленческими решениями. С одной стороны, практиков пугает сложность и порой непонятность математического аппарата. С другой стороны, разработчику бывает трудно достучаться до реального практика, работающего в отлаженной системе производства и управления. Конечно же использование общего программного обеспечения, внедрение систем автоматизированного учета могут позволить сделать значительный шаг к сближению теории и практики моделирования.

Хотелось бы заметить, что использование экономико-математических методов и моделей для принятия управленческих решений позволяет не только увеличить эффективность принимаемого решения, расширить возможности менеджмента, но и снизить вероятность ошибочного решения, приводящего к снижению доходности и рентабельности производства в целом.

ЛИТЕРАТУРА

- [1] Друкер, П. Эффективное управление [текст] / П. Друкер; пер. с англ. – М.: ФАИР-ПРЕСС, 2002. – 288 с.
- [2] Миненко, С.Н. Экономико-математическое моделирование производственных систем [текст] / С.Н. Миненко. – М.: МГИУ, 2006. – 140 с.
- [3] Harrison, E. Frank The essence of management decision [текст] / E. Frank, Harrison, Moniquar A. Pelletier // Management Decision, vol. 38, N 7, 2000, p. 462-470

DIALOGUE OF ECONOMICS AND THEOLOGY - MODERN AGE NEEDS

Gijić Nebojša

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,
nebojsa.gijic@fbsp.edu.rs

***Summary:** Business activity in which human beings connect with each other to exchange goods and services to mutual benefit. It is the means by which people try to achieve a good life for themselves and for their fellow man. Earnings and profits is not itself the only means of achieving goals. Modern economics is the study of the personal interests of highly materialist character, that human beings are treated as consumers and competition for limited financial resources. Spiritual traditions advise us that altruism should be the core of our practice. All religions propagate love, compassion, altruism, and mutual service. There is a need economies return to their roots in ethics. Religion ethics in relation to the materialist has a much firmer foundation. On the other hand, it is necessary to show interest in theology at the achievements and findings of economic science.*

***Key words:** economics, theology, ethics, altruism.*

1. INTRODUCTION

It seems that the economy was time to change direction and find a path that does not deviate from the true human values. The idea of the economy that is independent of all human values attracts many demands for change. Nothing in this life is not morally neutral. The ultimate goal is to achieve economic prosperity in human society, and it can not be separated from morality, and finally, the theological reflection.

Crazed capitalism has long since fallen into the trap of slavery, exploitation and disparagement workforce. The quest for finding solutions related crises, injustices and inequalities in globalised economy there must be a place for religion and theology as the study of God's people post. The relationship between theology and economy is one of those to be taken seriously in search of alternative socio-economic models. The topic is very extensive, but not sufficiently explored. This work has the purpose to open dialogue, to encourage reflection, provide a kind of platform for further research. My goal is reconciliation, communication and cooperation between theology and economics, not one-sided critique of the economy. I wanted to stressing Christianity as a religion and Christian theology, but to emphasize the moral values advocated by almost all religions. Economy is an integral part of human society, without it can not be imagined. On the other hand, the economy without true understanding of man and his nature, without the ethics and altruism leads to a degradation of interpersonal relations, and the crude exploitation of the majority of people, for the account of the few. My point is that theological ethics has much stronger foundations than humanistic, atheistic ethics.

2. ECONOMY

Economics has its roots in ancient Greece and its roots in ethics. As the creator of the economy can be stated by Aristotle, who introduced the terms "oikonomikos" household-management, and "chrematistics" -trade,

which brings profits. What connects these different relationships with each other is the paradigm that we could define "management". In this sense, the more accurate translation of the concept of oikonomia would be management.

The foundations of classical economic thought is put Adam Smith (1723rd-1790th) part of his "wealth of nations". On the theoretical grounding economic liberalism, promotes free competition, and get your own interests in their own way, compete their work and capital against other individuals.¹ The economy is, the area of social science that studies: production and supply, distribution, exchange and consumption of material goods and services in a particular time, place and society.

2.1. Attitudes towards the economy and human relationships

Assumptions on which the foundations of the so-called "economic laws" were developed at a time when religion was separated from science. The accepted worldview became secularized, sacral was replaced by faith in the matter. Economic theory was influenced by the great scientific discoveries in physics, biology and psychology, and economic laws were presented with the same authority as laws of nature. World of matter was seen as a mere machine, which will be used by man over her use his reason and free will. This world view became known as naturalism. Naturalism in practice is reduced to secular humanism and Marxism.

Definition of modern economic ends, and has meaning primarily in material terms-in basis in monetary terms. Intangible, non-pecuniary values are considered subjective and therefore outside its scope. Stating that the economic resources are finite and scarce, economic theory accepts a natural element of the struggle for these resources.² Happy is the man who is able to use those funds, unhappy is the one who is not. The entire economy is built on a permanent increase of consumption.

Modern economics is the science of personal interest, about how best to adapt behavior and human relations laws of the market. Human aspirations are reduced to purchasing behavior and skillfully channelled in a constant consumerism. Man is seen as the holder of the work force or the consumer. Needs are defined as physical and emotional frustration, or tension that people feel. Need to be translated into a desire, which is the first step in satisfying the needs. Specific product or service is a means of meeting the needs of man. Highest good is buying a mobility and changes are synonymous with progress: bigger is better, competition is ahead of cooperation, humanity moves material benefit, the dependence is better than independence. The standard theory of economic development focus on increasing productivity, i.e. quantity of goods produced per hour of human labor. This can best be achieved industrialization. Industrialization subordinates community economic growth.

From the existing definition of economics was clear that she understands the science that deals with limited resources, market competition, production, consumption and satisfying infinite desire. There is no reference to the unity, cooperation, sustainable development, justice, compassion, humanity, morality or spirituality. From this perspective, every human activity can be explained as a market transaction: connections and marriage, political behavior, and even religious commitments can be viewed as the implementation of own interests. Economists selfish behavior described as rational. They show that rational behavior leads to greater wealth, not only by individuals who practice it, but by society as a whole. According to Smith, egoism and economic power are determinants of human behavior in general.

Materialism is certainly a problem because it promotes selfishness, there is emphasis on the individualistic self-interest, and devalues the community and the need to care for others. Selfishness, on the other hand, perceived as a problem, precisely because the religious traditions of champions of love, compassion, concern for other people and the entire human community. Religion and theology more than anything else in modern society, which is a stronghold against the widespread materialism which we are exposed.

2.2. Attitudes of the economy that should be reviewed

Conventional economics offers recipes for the problems of inflation and unemployment that does not give not give a satisfactory solution. Eg., The concept of the neo-classical standard model is actually in contradiction with human nature. It does not reflect the predominant forms of human behavior. In the narrow sense, the standard of living is tantamount to participation in the distribution of the individual, i.e. the amount of material goods or personal social spending that benefits the individual.³ If you look carefully around you, you see that actually most people actually really want to meet their own needs, but also to be in balance with ourselves, with other people, with society and nature in general. This is best reflected in the family, where

¹ Smit Adam 1952., *Bogatstvo naroda*, drugi svezak, Zagreb, Kultura, 187.

² Božić Milorad 1998., *Ekonomska politika*, Niš, Pravni fakultet, 124.

³ Petrović Jovan 1980. *Politička ekonomija*, Beograd, Savremena administracija, 134.

people spend most of his time, and where it refers mainly based on altruism and compassion. So much of our lives, actually focus on altruism and compassion.

Economists have accepted the principles of selfish individualism: the more one spends the better it will be. Do not meet you, do not you meet a permanent need, it will inevitably make him miserable. Economic growth is achieved when individuals consume more and more, allows the development of strengthening demand. No room for altruism-one will make the costs if no tangible benefit for themselves. This approach sees the cooperation as a mere reciprocal arrangement among individuals. Individual victims of individuals in the name of the community are viewed as an insurance policy: they will ensure that the individual has the right to assistance from the community in the future.

Assuming that the more they consume the happier we are, economists have overlooked the complex functioning of the human mind. The root of this "market religiousness" is a key mistake. Even the economic law of declined marginal utility explains that the ability of consumers to experience satisfaction using a product or service decreases if used more than one product or service than it really is his needs.⁴ Nailed-up we have the idea that the pleasure of getting only the senses, a sensual experience resulting from the consumption of material goods. At the same time we have come so far as to look the other as its competitors, which is grabe the same as me-limited resources. So we are constantly in a state of fear-fear of loss, and fear that our desire will be satisfied.

However, many religious traditions teach us to desire and fear, because those emotions are based on ignorance, may remove a true understanding of reality (1.Jn 4:16-18). According to faith, happiness is internal or divine experience available to everyone, rich and poor. If you want to share with others, you will see that we are surrounded by competitors: others depend on us, and we depend on them.

We can clearly see all around us that our economy is inherently flawed. The gap between rich and poor is growing in all societies, and also among the countries of the world. It seems that there has been irreversible environmental degradation. Economic development in itself increases the negative impact of economic activities on the natural environment. The peak of cynicism is an attitude that the country must first develop, make the rich, and only then worry about environmental conservation. While the rich theoretical exercise, the planet will not be able to live. It was determined that the biosphere can not sustain six billion people who would spend as much as developed countries spent at the north.⁵ Drug trafficking and new forms of slavery are experiencing prosperity. Corruption and corporate fraud are everyday, the stock market into a global casino. Modern wars are substantially more economically, motivated by the lack of protection, or wealth.

3. ECONOMY WITH RELIGIOUS ASPECT

As is known, describe the reality of spiritual traditions in a rather different light from traditional views of economic theory. Economics primarily interested in only a fraction of human behavior-our economic activities, those that can be quantified in terms of money. Spiritual approach involves a holistic view of the objective reality, encompasses all human actions-and even thoughts that make up our being and society. In economics textbooks human beings are seen as isolated consumers and producers in the market driven by the realization of mutual monetary profit. In the spiritual traditions of people are seen as part of a larger whole with which I can communicate by opening their hearts and minds.

3.1. Attitudes towards the great world religions economy

No religion promotes the material wealth of the supreme goal of social and political activities. That the other hand, does not mean that condemns the acquisition of material goods (1.Tim 6:17, New Testament). So, do not curse the rich and good in which to enjoy but stresses that you should rejoice, because it is God who is merciful giver. Wealth is not a problem in itself, but its abuse, "The greed is the root of all evil" (1 Tim 6:10). "... Some (rich) is good to be rich in good deeds, be generous to the general benefit, collect by itself slightly as the foundation for the future, to attain real life (1.Tim 6:18-19). "... You will do charity their parents, relatives, orphans and poors ..." (Al-Bekare, Koran). If the "blessed to give than to take" (Acts 20:35), there must first be something to gain, how could donate. Earth and all its creatures were created as good and people can freely use the resources on Earth. Basic needs should be met, but not in the first place to put the pursuit of wealth. Justice, peace and security for all basic needs are much higher priority than simply increasing the total wealth. When the Church publicly participate in resolving the economic issues in the revisionist perspective,

⁴ Milisavljević Momčilo 1983., *Marketing*, Beograd, Savremena administracija, 180.

⁵ Mander Džeri, Goldsmit Edvard 2003. *Globalizacija*, Beograd, Klio, 110.

it emphasizes the biblical imperative of justice, while accepting the modern economic insights into the nature and productivity growth.

Spiritual traditions advise us that benevolence should be the core of our practice, not only because the most effective insurance for our future, but particularly because it is the right priority to the compassion that will bring transformation in the mind practitioner. It will make us happy. In Christianity's most important commandment to love God with all your being, while the second most important commandment is to love his neighbour as himself (Mk 12:29-31). Besides being the driving force of Christianity, this commandment is also in line with Buddhism (Visuddhi-Magga, Chapter XVII), and Islam (Al-Ma'un, 107,1-7). Directive respect the dignity of man as an integral part of all major religions.

Economics and theistic-humanist religion will always be to some extent in tension. But this tension need not necessarily be hostile and can be socially and morally productive. Religion contributes to society by formalized structure in which people helping each other, thus connecting with God, and thus investigate and respond to the divine in yourself and others. To the extent that permeate theistic-humanistic values, religion, economics may supply moral qualities that are necessary for her survival, and influence to stop this inhumanisation tendencies. Economy, however, creates an economic base which can be built with guidance from religion and democracy, a society of a more human kind.

3.2. The connection of theology and economics

No links theology and economics, almost at today. Modern neoliberal economy tolerates religion only when religion narrows its focus on issues particular relationship with God. Broader social concerns which were occupied Moses, Jesus, Muhammad and other prophets is not considered within the economy. The neoliberal economists anything to confront with their God and religion-market, is blasphemous. On the other hand, theology today is not paid much attention to the world of business. Business is a priori rejects as something immoral, parasitic and detrimental. This is also the wrong approach, because the divine power on Earth and history reveal that God's plan for action on the ground basically economic character. Economy is management and not the normative aspect of the divine life, and historical reality.

It is obvious that there is not enough widespread awareness of its vitality to the company intimately and deeply due precisely to their religions. According to Weber, religious beliefs may influence the priority of economic behavior.⁶ The religious impulse unites society and culture. Great civilizations of the world do not produce great religions as a kind of cultural by-products. On the contrary, the great religions are the foundations on which great civilizations only upgrade. The company, which has lost its faith and spirituality, it is society that has lost its culture. Sooner or later it will cease to exist, such as missing and many civilizations in the past.

The roots of the economy were just in theology. Understanding the interrelation of economics and theology is not easy: it requires a deep understanding of both. On the first page of his *Principles of Economics*, Alfred Marshall wrote: "Human character is shaped by his daily work and material resources, which thus obtains more than any other influence, unless we take into account his religious ideals. Two major factors forming the world's history as a religious and economic."⁷ So it seems that, to the great economic thinkers, religion and economy formative agencies that shape human society and human conduct business.

A healthy economy requires that people look at each other with respect, not as objects of exploitation. Religion invites all people to respect the divine in every human being, regardless of class or culture. To look at one another with respect means to respect the dignity of labor and property. Competitiveness in the market ensures salaries, and prices fairly reflect the work that was invested in the product. Religion recognizes the divine in man and in the economy when it is committed to free market competition, protection of proprietary rights, and people come to share the good and behave toward one another. Of course, it should be emphasized that the moral defence of business practices before those who do not practice their religion is usually not performed in religious terms.⁸ However, religious moral premise is certainly presented to be acceptable to all human beings, not only for believers.

3.3. The need for "new" economy

Economists know very well that human behavior in markets is only one aspect of human behavior. They recognize that the increase in market activity only one factor that contributes to human welfare. The problem

⁶ Božilović Nikola 1998., *Sociologija kulture*, Niš, Prosveta, 203.

⁷ Braybrooke Marcus & Mofid Kamran 2005., *Promoting the Common Good: Bringing Economics & Theology Together Again*, Published by Shepherad-Walwyn (Publishers) Ltd., USA, 94.

⁸ Di Džordž Ričard T. 2003., *Poslovna etika*, Beograd, Filip Višnjić, 92.

is that our social and political leaders decided to increase the wealth of the highest of all goals. In accordance with the time, rightly believe that the knowledge of how wealth can be increased is in the domain of economic theory, and that the economists who are most competent to conduct policy toward that goal.

Today's economy has failed to meet the real human, spiritual needs. If globalization is inevitable reality, then we need to work in the direction of globalization for the common good unifying spirituality and theology of the economy. The economy must once again find its heart and soul. It must re-connect with their original source, and again become rooted in ethics. Religious ethics is based on theology and the acceptance of divine revelation. Morality ultimately rests on God, and reflects the revelation. Recognition, fostering and promoting virtues such as work ethics, honesty, trust, frugality, hospitality, etc., religiosity contributes to the general welfare, and can significantly contribute to the growth of investments investment and economic growth in general.

New understanding of the reality of the system, which means it is based not only on the analysis of material structures, but also on the analysis of samples of the relations between these structures and specific processes in their base formations. Modern scientific disciplines such as biology, psychology and medical science began to study the effects of empathy on the human mind and body, our health and relationships.⁹ Compassion has a positive effect on our mental and physical health, as well as our social life. It was found that the lack of empathy causes or aggravates serious social, psychological and even physical disorders. This research shows that people who seek only short-term satisfaction with the likely stress than those who seek a higher purpose, seeking meaning, rather than mere satisfaction.¹⁰ The solution is mainly in shares such as service to others, i.e., it is necessary to act beyond immediate selfish needs. The fact that unpleasing a short-term needs, leading to the emergence of long-term happiness turns to neo-classical economics and the notion of selfish individualism upside down.

4. CONCLUSION

Economic science pays price of isolation (which imposed itself) from other sciences concerned with studying the behavior of people and nature, and so of theology. Price is reflected in the fact that theories are formed which often have very little contact with real people and their behavior. It is natural that the applicability of such models in understanding the real life greatly limited. On the other hand, the theology does not show great interest in the results of economic science. Such a relationship adversely affect the development of both. It is impossible to observe the proper way of economic phenomena, processes and their consequences, if analysts are limited to the economic field, but theology can not be far if ignored results and knowledge of modern economics.

There are many practical issues that should also be discussed by religious thinkers and economists. Some religious leaders called the people living in rich countries to adopt a simpler, more modest way of life. But that would reduce consumption in the West in large scale ensure the transfer of real resources, resources for those living in poverty, or to start recession? What is the goal of development? Are the views of the World Bank and the religious communities often really so different?

Those who believe that the economy should serve the welfare of all people, and should be based on moral values that support a large religion, realize that religious thinkers and economists must work together in forming a policy that it could achieve. It is time to debate on global ethics and globalization calls for the public good move from the conference hall in political programs. Believing that it could be easily achieved, not far from utopistics. However, we should not abandon this idea, because it will be otherwise dangerous to humanity closer to a new form of slavery, the complete dehumanization of man, and the destruction of the environment.

We have to make economic theory based on understanding the true nature of human beings and what it really is happy. Instead of monitoring people as individual atoms, which are related to one another by contracts and transactions in the market, we need to view people as individuals in the community, and we evaluated the relations that make up the community. Our interest should be community development, and thereby improve the position of individuals who make them. Despite differences in dogmatic, spiritual traditions to work together to create more human, fairer world, and the economy should be one of its supporting pillars.

⁹ Servan-Šrajber David 2005., *Ozdraviti*, Beograd, Hedone, 132-140.

¹⁰ Goleman Danijel 2009., *Emocionalna inteligencija*, Beograd, Geopoetika, 157-176.

REFERENCES

- [1] Božilović, N., Sociologija kulture, Niš, Prosveta, 1998.
- [2] Božić, M., Ekonomska politika, Niš, Pravni fakultet, 1998.
- [3] Braybrooke, M., Mofid, K., Promoting the Common Good: Bringing Economics & Theology Together Again, Published by Shepherad-Walwyn (Publishers) Ltd., USA, 2005.
- [4] Di Džordž, R.T., Poslovna etika, Beograd, Filip Višnjić, 2003.
- [5] Goleman, D., Emocionalna inteligencija, Beograd, Geopoetika, 2009.
- [6] Mander, D., Goldsmit, E., Globalizacija, Beograd, Klio, 2003.
- [7] Milisavljević, M., Marketing, Beograd, Savremena administracija, 1983.
- [8] Petrović, J., Politička ekonomija, Beograd, Savremena administracija, 1980.
- [9] Servan-Šrajber, D., Ozdraviti, Beograd, Hedone, 2005.
- [10] Smit, A., Bogatstvo naroda, drugi svezak, Zagreb Kultura, 1952.

EDUCATION AND TRAINING IN FUNCTION OF CONTEMPORARY ECONOMY

Grdić Prstojević Vesna

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,

vgrdic@useens.net

***Summary:** From the very beginning of the human existence, basic human purpose was to satisfy its own need for natural curiosity and aspiration for overcoming natural appearances explaining and discovering ways for obstacles overcoming occurring. That is how the primary steps begun in collecting and systematization of acquired knowledge, transferring it on the future generations, first by transfer knowledge by stories, and later through written sources. That is how goes the idea about education of future generations, because education through achieving theoretical knowledge and applied practice become key elements in certain social community development.*

***Key words:** knowledge, education, practice, development.*

1. INTRODUCTION

From states to regions and working organizations it is appearing in bigger or smaller scale - aspiration for whole population to educate and prepare for life. Special education and training are in the center of interest of all economy subjects, and accordingly the wide social community, states and regions.

Western countries: USA, EU and Japan has established long time ago the OECD. In the beginning of 60's when it is established – OECD had a goal to build policy which would realize the biggest possible expansion of the economy and raising the life standard. In this later on are included OECD programs for science and technology and education.

Programs for education include the following:

- goals, planning and management;
- innovation processes;
- efficient use of pedagogic tools;
- policy and structure of post-high education;
- relations between the industry and education.

Even then the contrary has been noticed between:

- *society development* as a system with all of its demands, but also the possibilities, and education development as sub-system. Especially the following relation is emphasized: society, high education, društvo, or more exactly the proportion: society demands and „final teaching-scientific products“, primarily universtit;
- *individual requests* for education continuation (primarily the high education institutions) and school capacities from which automatically is occurring new contradiction: quantitative expansion and working quality.

Following the contemporary tendencies in the surrounding, Serbia with its new law legislative in the education area is trying to enclose the education standards, therefore it has provided the law following so called „Bologne process in education“. The Parliament of Serbia on 30 Aug 2005 has provided the Law for high education, which has tendency of including Serbian education into European flows.

Namely, the system of education known as Bologne studying system has been adopted, where students acquire high education through basic academic studies and basic professional studies, as studies of first degree, then bachelor academic studies – master, and specialistic professional studies and specialistic academic studies, as studies of second degree and at the end, doctorate academic studies, as studies of third degree.

However, the school reform in Serbia should contain great number of changes, notified through the application of the Bologne process and therefore discover new academic and efficient solutions.

2. UNIVERSITY CATEGORIZATION IN USA

If we review the USA universities, we can see that in America there is the known university ranking, which is bringing behind certain specificities of each university. Therefore we have the poll result of which how the American universities are being ranked:

First league BEST USA UNIVERSITIES

At the end of 1994 there was US NEWS & WORLD REPORT poll, questioning „which are the best universities in USA“ or according the sporting terminology „which are the first league universities“? Poll was containing 1.400 organization of high education, among them 220 universities. The answers were given by the deans, presidents, functioners, following personnel and students. Scholarship is about 30.000 to 40.000 dollars/year, on one side and little number of students per teacher on other side as perfect, most contemporary equipment, i.e. top class teaching organization with professors of which one of them are even winners of Nobel Prize – talks by itself about the quality and acquired knowledge and quality on these universities.

In USA it has been processing „doctorate in order to work“ - so the doctorate is only the entrance ticket for the scientific work (while in our country „it is working to doctorate“ and therefore one of the university teachers group leaves the personal qualification and constant science following, and repeats from year to year the teaching material to the students as the gramophone record.

C o m m e r c i a l i z a t i o n follows, however, not only our university personnel, but also a disease catching the West too.

Here is one example:

Science is – as known – union and system of knowledge, checked TRUTHS about the nature and society. Emphasizing: t r u t h. Nowadays, however, the aspiration towards the objective exploration for the truth, loses on west the civil law. Researches for general good are business interests. "Le monde diplomatique" from March 2001 is emphasizing the examples of contract between the famous Barkley University and the powerfull swiss company Novartis.

Department for microbiology of Barkley has received 25 millions US\$ from Novartis. In return Barkley Novartis is obliged to give the swiss giant one third of its future discoveries. It is concluded, "Le monde", that new model of cooperation between university and private sector is established. We have reached to the MAXFET UNIVERSITY (market-model university). We are witnesses that the universities processing with researches massively forming the c e n t e r s for work with the p a t a n t s which task is to pay own author rights. Numerous professors then convert to businessmen and are dealing with many commercial entrepreneurs and dealing with more commercial activities, rather than science.

Assesing the relation od science and production, Los Angeles Times discovers in the half of articles announced in the last three years in the significant medical magazine NEM authors are doctors which are payed by the medical manufacturers. This case shows how the science is fed by the WallStreet greediness.

However, this does not mean that there is no certain „wor norm“ provided on the Western universities. Details are following.

Table 2. UNESCO table for field of work and schedule of university teacher working time

Field of work	Needed qualification	Expressed in percentage of the total time			
			min.	max.	norm.
1.	Basic work Informatics (works description: following, collecting and data processing from the profession, provides info and cooperates with appropriate bodies)	Language skills	25	65	40
2.	Main work Research (searching for new solutions and regulative)	investivity	5	50	20
3.	Public work Publicistics (articles, books, other works)	Literacy lapidarity	2	20	10
4.	Special work Pedagogics	Didactics	3	25	10
5.	Additional work Arbitrage (exams, recensions, opinions...)	Authority, ethics	2	15	5
6.	Administrative work Organization (its associates work management, its institute, departments...)	systemativity	3		2
7.	Honest work Consultation Counselling and solutions of practical meaning, gatherings in country and abroad, profession representing)	Public activity	1	10	5
8.	Political work Politics	Politic affirmation	2	10	5
9.	Physical work Rest	Physical condition	-		-

In the t r a n s i t i o n a l countries it should – when it is about education and human resources training – pay attention on some neglecting facts. Those are: understanding the economic nature of the education, central question becomes the correlation between general development and education development (with reversible mechanism), as well as the prejudicial question – which are the factors and how interested for education development and how ready are to help.

Already in the system of income dissemination are appearing three basic units with different interests: state, wanting to full its fiscus with necessary means (and accordingly to clear own and large and numerous expenditures), economy organization, to ensure the expanded reproduction and individual – worker, which existence and standard is primarily in the montly salary. That pluralism of interests also on this way expressed is not admitted in all countries.

State is nowadays showing as a main carrier of education policy, even in the dcentralized countries, country will expressed through the lw as on which is the state aparatus located – is not dissapeared.

Of course, there grows the influence of groups and individuals, their creativity comes in front and participation in decision making, but the bureaucratic spirit in the new form is showing resistance justifying its interventions with the time dimension.

3. EDUCATION AND ECONOMY

It is proven that the general growth of one country is directly connected to the volume and quality of education, which is one component of social, especially economic development. The education when overtakes the masses becomes literally the material power. Also the contrary happens, the education demands above all money on which is based its human and material component. As the fruit garden gives back debt to the owner, also the education to its fruits – persons capable for life and work brings back to the society (and economy too) „invested capital with interests“.

All this is known and approved. The confusion starts when the education is assessed individually , concluding that every investment in it will automatically provide own fruits, or, worse, when productivity increase is primarily connected to the education. It is clear however that only in the case when other factoprs (technical, natural, social and organizational) reached the appropriate level, even then, and only then – it can be expected that the investment in education will achieve true results.

National income increase, from which the educational development depends, is caused with work productivity increase. And raising the productivity depends of the technical equipment level, worker's educational level and working organization.

Education critics of current education and school system generally has its full justification. Our „electronic civilization“ is pressurized by demand that education must follow scientific and technical expansion which charges and moves the economic growth.

What is output for education, it is input for the world of labor. That connectivity, firmly tied, of education and employment have, for the life of individual and their future planning – great meaning.

Therefore the employment is bridge between the economy and education. Traffic jam on that direction is showing mistakes and non-adaptivity of one or other side. But also in contrary, employment might be perfect, i.e. achieved full employment, and stagnation of economy. That is the case of maintaining full employment without alternative, what is surely, a boomerang.

There through low salaries, leveling and neglecting principles of rewarding by working contribution initiates individual disinterest towards its working results, decreases productivity and by that, the general production level.

The education, on other side, is not preparing only the individuals – through expert formation – for the world of working. It trains it and adopts it to that world, even creates: fighting for „rentability“ of own production through new profiles offered by labor market.

The education, which is more taking in account the demands of the economy and state and social services (as the private bodies in the capitalist world) is reminding on a tradesmen which care to compensate its clients requests.

It is correct that the future starts with organization and the closest relation between the presence and future is achieved in the education domain. Negating, however, historical roots of education is unpermissible not only because of strong traditions embedded in collective memory, but also on the learning experiences.

Education economics and scientific technical progress is very young scientific discipline. It confirmed, in its first steps, that the connectivity character of economy and education has not been recently clear. Especially not clear which tendencies in area of forming the mutual relations are appearing in contemporary civilization, which is in great way leaning on science and technique. It is also not clear: if and in which scale the education development should overcome the economy development, or vice versa. The contradiction is obvious even in the education democratization. To give the priority to individual requests (which overcross with massivity and unpredictability what the world wants nowadays) or quantitative and qualitative demands of the labor world, which expressed by plan of the labor market.

One of the central questions in the contemporary world of political and military rivalry is the attitude of powerful political-bureaucratic machinery and technocratic circles. They, especially in the countries – giants assess the income dissemination as key for solving the own country's allocation, or wider, the block in world competition. From those attitudes an opinion is born, but also an action of submitting the human to organization.

It has been reached to absurd human treatment in the working process – as atomic particle which are, as in its working place, spreading as molecules – move and must move towards the necessities imposed by the state policy. Exact sciences laws are transferred in working evaluations and social frameworks with intention to adjust the human as production „tied spot“ to the automatization and electronics – what practically is enclosing it to the robot.

Mass is something that should pay attention to. It is namely overcome the absorption capacity power of high schools and universities. Purposed to the previously chosen minority, they are nowadays not in condition to accept the masses, which, using the economic possibilities of the country and almost everywhere proclaimed right on education, pressurize the high school and university education. Effort with linear strategy, with simply capacity increase to follow the number of starters, are not, in the developed world, and also in the world in development – bringing results. There are problems of quality, efficiency and productivity of educational systems.

As the number of submissions have increased, it became hard, even impossible, for educational systems to maintain the quality level, which existed in the pre-expansion era. Basic means – classrooms, equipment and teaching tools – did not enter proportionally with the students increase. Teachers improvement has been slowed down, and qualification and experience of the teaching personnel decreases. The most serious weakness, tangling all other, layed in impossibility of the management – for organization, planning, evaluation, supervision – to confront the problems brought by the expansion.

Effects of these factors are seen in the percentage of repeating pupils and the rejected ones.

Pre-orientation of educational and qualification systems will be needed, with strong emphasize on the professional education and informal training for agriculture and industry, to remove the present balance. Frequent note to the public investments in professional education is the fact that the majority of public training scheme was badly adjusted to the employers demands and did not succeed to qualify the pupils/students to educate.

Having in mind that the professional education is more expensive than the general one, this situation may bring to wrong investment. This will make conclusion that the professional training should be left exclusively to the industry, providing trainings in own frameworks. This attitude has its values, but in many countries is not probable that the need for professional training of labor force may satisfy the economy itself.

Small range of majority of industrial activities in the countries in development, often working with old equipment and without appropriate knowledge of modern production technique or interesting in training personnel, is not providing correct basics for modern schemes of professional education. Industrial development would, accordingly, demand to technically educated labor force supplying, in great manner inadequate, strengthen by institutional public education.

Basic unemployment causes which grow in the countries, can surely not find in their educational systems. Education might help to decrease the unemployment among the certain categories of persons with middle or higher education, but basically the unemployment problem demands adjusted approach to rural and urban development.

Researching the working market would examine the current recruiting systems, employment, using and training in the framework of already educated service in the countries in development in the context of current labor market features: rewarding systems and salary, practice of training the honorary and permanent personnel, employers criteria for employment, lack of informations, providing priority to certain jobs, movability (non-movability) of the labor.

The aim should be determining factors of working market which stop the efficient use of educational system's product and system for training the productive employment. This research will be a segment in our education's plan acknowledgment for economic development and addition to planning technique which used until now.

The weaknesses in labor force planning are well known and suggested analyzing will remove at least one of them. Training for correct evaluation of labor force demands does not guarantee that the pupils/students will be unconditionally employed on the field of work they were educated for.

4. CONCLUSION

Serbia tries to catch-up with the contemporary movements in the area of education and should prevail on the established directions, because it is the only way to use the current knowledge and practice from the surrounding regional educational systems. The law for high education, brought in 2005, made significant improvements of working conditions in the education.

Namely, according the mentioned regulations, all high educational institutions have an obligation to accredit the high education institution and studying program in the deadline given by the national council. Then it should respect all given standards which concern the: number of permanently employed professors with full working time, number of students applying, working space of those high education institutions (minimal m2 per student), introduction of obligatory computer workrooms, etc.

My opinion is that this Law represents movement from traditional acquiring of knowledge towards new applied knowledge, because the aim of modern education is to educate students which after ending of their schooling period will be full members of one collective, and not only finished scholars which need minimum of three years in the profession.

Surely, this Law has its gaps, which are showed through its implementation of more than 4 years, and now is preparing the new draft Law for education, where the high education institutions and state organs are providing own suggestions and contributions to the preparation of the mentioned law.

REFERENCES

- [1] Garwin, D., Building a Learning Organization, Harvard Business Review, May, 1993.
- [2] Zakić, M., Metodi i tehnike u kadrovskoj funkciji, Belgrade, Faculty of organizational sciences, 1980.
- [3] Zakić, M., Planiranje kadrova, Beograd, Belgrade, Faculty of organizational sciences, 1980
- [4] Report for the transition in Serbia and Montenegro, Belgrade, G-17 plus, 2004.
- [5] Law for work of Serbia, 2006.
- [6] Law for high education, Belgrade 2005.

INNOVATIONS AND SUSTAINABLE COMPETITIVE ADVANTAGE

Ilić Dejan¹, Milošević Dragan²

¹Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,

dejanilic@sbb.rs

²Medicinal school, Požarevac, Serbia, dragantit@gmail.com

Summary: *Promoting relative position of organization concerning the competition, or, achieving substantial advantage in modern surrounding is becoming true challenge. Substantial competitive advantage is achievable by organizations that besides aiming greater efficiency and effectiveness, significantly differentiate, or successfully implement the innovations.*

The aim and importance of this work is to show managers the need of successful implementation of innovations, new technologies and not only in the production process, but also in areas of management, organization and management marketing. The successful implementation of innovations in all business areas followed by permanent preserving the environment, presents most important factor in achieving sustainable competitive advantage.

Key words: *invention, innovation, new technologies, competitive advantage*

1. INTRODUCTION

1.1. Sustainable competitive advantage

In modern business world there is more attention undergoing on competitive analysis - exploring more efficient management solutions for achieving and maintaining competitive advantage. Successful implementation of new technologies and innovations in all areas of business with permanent focus on profit growth and creating added values with promoting preservation of environment solely guarantees development of modern organizations.

The sustainable competitive advantage is reachable by organizations capable to raise performances comparing the competition, implementation of new technologies, new materials, implementation of alternative energies, developing new superior products and services, building strong brands, positive image, use creative advertisement – organizations that overcome the requirements of their target clients with an offer.

Nowadays, managers simply must focus on innovations, applying „knowledge“ in all business areas, and all that in satisfying and creating consumers loyalty. Critical factors of creating consumers loyalty and long-term success of organizations, concerning factors that make the so called core of competitiveness, present: creativity, innovativity, knowledge, technics, efficiency, effectiveness, human and individual capabilities [3].

1.2. Inovations and consumers added-values relation

The readiness of organizations to implement the new technologies in shorter time-interval, adjusting them to their capabilities and with embedding afterwards in new products and services, respectively successfully implementing innovations, is raising their chances of survival on the market. The eminent author in

management issues, Peter Drucker, defines innovation as tool that entrepreneurs use in direction of business promotion and creating more values for consumers[2]. This constatation is primarily emphasizing the fact that innovations in many cases are not concrete issues, but only changes in technology itself, and in business organization.

Innovation in short definition presents ideas in practice. Innovation primarily is about products and services, but also about on the process of ideas collection and processing, All the way to their realization [7]. Innovative process presents series of radical and incremented innovations focused on rising delivered values for consumers, performance rise of organizations, as well as maximization of sustainable competitive advantage. Because of this, entrepreneurship and innovations are considered as systematic search for changes and their use in direction of achieving more delivered values for consumers [2].

Delivered (provided) value for consumers present the difference between the total values (product value, service, value, personal concept, image value), and total costs for the consumer (financial cost, utilized time and efforts, psychological tension). Maximization of delivered value, respectively overcoming of needs and reaching the loyalty of consumers, indeed presents most important factor of long-term success. That is essential reason why the organizations base their competitive advantage on readiness for providing added values for consumers and reaching even higher level of loyalty. In addition, there are following definitions of competitive advantage: "Organizational capability that enables organization to create substantially more values for the consumer comparing to its rivalry, respectively set of factors that differentiate organization from the rivals and providing genuine position on the market[15].

Differentiation referring the competition and achieving competitive advantage mainly depends on organization`s capability to successfully implement innovations. That is the reason tha further in the text of closer determination of notion, contemporary model and innovation types.

2. DETERMINANTS OF INNOVATION IN MODERN SURROUNDING

2.1. Difference between invention and innovation

Scientific activities are acknowledgements about existing findings, up to the certain moment they were not scientifically defined, while inventions present findings and issues completely new worldwide. Therefore, inventions present processes of new ideas and intellectual thoughts in concrete new artefacts, respectively new products, or processes [7]. This is the key reason that classifies inventions in „*conversion of money in ideas*“ and innovations „*conversion of ideas in money*“ [20]. Basic difference between innovations and inventions is that **inventions** present new findings (discoveries), while **innovations** refer to commercial exploitation of the findings.

2.2. Conceptual determination of innovations

In contemporary surrounding there are numerous examples of innovations, from the state institutions to the areas of health protection, education, and all the way to the use in various organizations. That is the reason of numerous definitions of innovations, but concerning the topic of this study there will be definitions mentioned only from the perspective of particular organizations only.

In widest aspect, innovations present *development and practical use of new ideas*. In the mentioned example of this definition, there must be distinction to be made concerning the terms of creativity and innovation. Creativity refers to „capability“ of creating new ideas, while innovations refer to „activities“ respectively processes of implementing new ideas and creating new products and services. Ideas, by themselves, have only insignificant values, if not converted in new products, services or processes. That is why following relation, in function of innovation defining, is emphasized[7]:

Innovations = theoretical concepts + technical inventions + commercial exploitation.

In corporate edition with innovations, OECD and Eurostat provided new access to innovations. Accordingly, under term of innovations are understood not only innovations in the productions processes, but also to the innovations in marketing and organizational aspect. This access conditioned appearance of innovation`s contemporary definition: **Innovations** present use of new or significantly upgraded product, service, process, new marketing method, or new organizational method in business practice in the framework of internal/external business activities of organization. All above mentioned refer to the products, processes or methods that organizations has firstly developed or adjusted from the other organizations [17].

2.3. Open innovation model

Open innovation model [8], presents a model dominating from year 2000 up until now. It is based on transition of closed system – innovation of internal type which is directly connected to the organization, to open system of innovations, where more actors are involved in the chain of creating added values. This model is favorizing development, accumulation and use of formal and informal knowledge, and also use of technologies with aiming faster flow of new ideas and implementation of innovations in the organization. The model of open innovations is stimulating closer relation among institutes, universities, various institutions and organizations one side and consumers on other side.

2.4. Innovation types

Most important criterias as a basis for execution of innovations classification is the news degree. Based on this, innovations can be divided in the following two groups:

- 1) **Radical (substantial) innovations** – refer to development of completely new products, services or processes. This type of innovations presents completely new „issues“ never existed before.
- 2) **Incremental innovations** – present continual improvements and promotions in quality, technology, processes, productivity, management. This type of innovations is consisted of all employees efforts. In companies Toyota and Canon every year are submitted and assessed 60 to 70 ideas from every employee. In the majority of cases ideas are based on suggestions for small-value promotions [12].

Another criteria that can be of same importance for innovations classification is the news. Based on this, there are four groups of innovations: innovation of products, processes, organizations and marketing [17].

1. Innovation of products – presents introduction of completely new or substantial upgrading of existing products.. Innovation of products can be divided in following categories[1]:

- New products – present completely new type of products based on new technologies. This type of products never existed on the market, and that is why the nomination as products for the new world.
- New product lines – present products already existing on the market, but are new for particular company.
- Extension of the existing production lines – present products of new articles in the framework of the existing company production lines.
- Promotion and revision of existing products – this type of products refers to substantial improvement and modification of any production component.
- Repositioning – present position change in the thoughts of consumers based on promotion of additional features of the products.
- Reduction of costs – this category present the less innovative of all mentioned categories of products. It is type of product used for change of existing products, but with decreased production costs.

So, before analyzing innovations of processes it is necessary to determine, in short, the concept of process itself. Processes present transformation of input and output values. As presented, they present the brain, or the system of nerves in every organization[16]

2. Innovation of process – primarily refer to adoption of new or substantially promoted methods of production. Innovation of processes could be directing to development of new products or focused on decreasing costs by output unit, respectively on efficiency increase. It is obvious that these innovations could be also directing to the development of new products with permanent increase of efficiency.

3. Innovations in the organizational aspect – present upgrading of products and processes and directly influence on raising of total organization performance. Innovation in the organizational sense influence on rising efficiency and affectiveness, on faster informations distribution, as well as rising capability of organizations to „learn“ and to implement the implemented knowledge, and to accept the new technologies as soon as possible. Organizational innovations are consisted of three components:

- *business practice components* – upgrading management system, system learning, re-engineering, etc.

- *working environment components* – new ways of responsibility dissemination, new ways of communication, forming different teams.
- *external relations components* – new ways of cooperation forms with scientific institutions, other organizations, consumers.

4. Innovations in marketing present promotions and implementations of new method for market research, could present new ways of market segmentation, different positioning of products, as well as new access to advertising and product branding, and all that with purpose of consumers satisfaction and sales promotion. Innovations in marketing are classified as four components:

- *products design* – substantial changes in product design in direction of form and products package and not referring to the change of used product features.
- *positioning of products* – introduction of new channels and ways of presentation and sales production and services.
- *innovations in advertising and product branding* - creative and new ways of promotion, packing and announcements
- *innovations in aspect of forming prices* - prices are formed according to the market needs for concrete products and with closer relation with target group of consumers.

The Dutch author in management area, Trott P., adjusting the trend of increasing service industry, separated the services innovations as special type of innovations. The mentioned author provided maybe even the most detailed classification of innovations, in following way [8]:

- 1) **Innovation of product** – development of new or upgraded product.
- 2) **Innovation of process** – development of new product process.
- 3) **Innovation of organization** – forming completely new innovative organisational units, new system of internal communication, new system of data processing and promotion of accounting procedures..
- 4) **Innovation of management** – TQM (total quality management), BPR (business process re-engineering), introduction of SAPR3.
- 5) **Innovation of production** – quality circles, JIT (Just in time), new software for production planning (MRP II), or new system of control.
- 6) **Innovation of marketing** – new sales access, e.g. direct marketing.
- 7) **Innovation of service** – financial services based on internet.

3. INNOVATIONS, NEW PARADIGM AND COMPETITIVE ADVANTAGE

Having attitude that many organizations nowadays are „surviving“, is leading, long-term speaking, towards disappearing from the business scene. The president of IEDC – Business school Bled, Purg D., has mentioned that it is all about innovations and restructuring on new businesses, and that the survival is only possible for the aggressive ones and for the ones doing better in marketing issues. The ones who believe in this priority - will win, and the ones only decreasing costs are making big error. One Dutch company has fallen in crisis, because there was too much milk on the market. That was the reason they converted on production of milk acid, with use in pharmaceutical industry. Now they are world producer number one[11].

Paradigm presents specific innovation category basically referring on radical changes on business manners of concrete organization. E.g. the bakeries, that can be seen in product sales, such as possibility of telephone order or wholesale with possibility of home delivery with food and beverages serving for various celebrations (catering), or internet sale[10].

These constatations are leading to new paradigms of innovations, respectively to proactive thinking that organizations simply must form in order to survive and achieve competitive advantage.

4. CONCLUSIONS

In contemporary business world, the concept of consumers total satisfaction and beneficial use of innovations presents most important factor of achieving the competitive advantage. That is the essential reason managers must have in mind in order to percept the consumers are the ones that organization depends on, and the implementation of innovations is the basic way of differentiation comparing the rivalry. Most important direction for managers aiming their total efforts is raising of total performances with development of new products, that are compatible with preservation of environment. Designing new products using bio fuel, solar

energy, respectively developing products from recycled materials and non-polluted materials, should be the only way of development of every organization.

Although the UN summit in Copenhagen is finished with legally unobligated contract for decreasing CO2 emissions and without concrete contracts for nature preservation, organizations that are designing their own products in according to the actions for environment preservation, will create even closer contact with the consumers and promote their market position.

Conclusion of this study, and also the other similar studies is that managers must search for solutions of successful implementation of innovations with the increase of profitability and also with greater preservation of our environment. Managers which are capable to successfully implement innovations with respect of current trends are condition for achieving sustainable development and success of organizations.

REFERENCES

- [1] Cooper, G.R., Winning At New Products 2.edition, Addison-Wesley Publishing Company, 1994. pp-12-35.
- [2] Drucker, P., Inovacije, preduzetništvo, prakse i principi, Grmeč, Beograd, 1985. pp.46.
- [3] Mašić, B. Strategijski menadžment, dopunjeno izdanje, Univerzitet „Braća Karić“, Beograd, 2001. pp.1-43., ISBN 86-82791-02-1
- [4] Mašić, B., Knowledge management, Fakultet BK, Beograd, 2004 pp.10-15. ISBN86-82791-18-8
- [5] Porter, M., Competitive Advantage, Free Press, New Zork, 1998. pp1-45. ISBN 0-684-84146-0
- [6] Stiglitz, J., Making Globalization Work, W.W. Norton Co., New York, 2007. pp.1-10.
- [7] Stošić, B., Menadžment inovacija, FON, Beograd, 2007. pp. 3-20. ISBN 978-86-7680-102-2
- [8] Trott, P., Innovation management and new product development, 4th edition, Prentice Hall. 2008. pp.1-42. ISBN978-0-273-71315-9
- [9] Ilić, D., Milošević, D., Sistem faznog razvoja novog proizvoda, Menadžment znanja, god. IV, Vol 3-4 pp.57-61. ISBN1452-9661
- [10] Kostić, M., „4p inovacija“, emagazin, available on web site: www.poslovnaznanja.com
- [11] Purg, D., „Vreme je za inovacije“, available on web site: www.nedeljnitelegraf.co.rs/pregled/42
- [12] Pašalić N., „Menadžment u zemlji izlazećeg sunca“. available on web site: gmbusiness.biz/arhiva.html
- [13] Vulić, V., „Konkurentna prednost“, Ekonomski fakultet Podgorica, available on web site: www.management.cg.yu
- [14] Beogradska kulturna mreža on Internet www.beogradskakulturnamreza.com
- [15] „Com Trade izabran za stalnog člana svetskog ekonomskog foruma“, available on we site: www.ogledalo.rs
- [16] „Osiguranje kvaliteta“ seminar na Univerzitetu u Zenici“, 2007, available on web site: <http://www.unze.ba>
- [17] „Oslo manual“ 3rd Edition, OECD, Euoropean Commission, 2005, pp. 9-25.
- [18] „Pedeset najinventivnijih kompanija“, Business Week, 2007.oktobar 2009, available on web site: www.businessweek.com
- [19] “The Global Competitiveness Report” World Ecomomic Forum za 2009-2010. pp.4-21.

CAREER DEVELOPMENT AND MANAGEMENT

Ilievska Marija

Higher vocational school for traffic management, Belgrade, Serbia

Summary: *This paper discusses the basic principles of development and career management, one of the most important functions in the field of human resource management. At the heart of the analysis of concepts are: (1) career development, (2) Career management, and (3) career planning. Career development is viewed as a dynamic process that takes place through successive reduction of the characteristic stages - from the choice of profession to late career. Career planning is seen as an individual process in which one becomes aware of himself, his knowledge, skills, abilities, limitations, aspirations and consequences - a process that has a subjective and objective dimension. Finally, career development is seen from the perspective of managerial profession.*

Key words: *career, career development, career management, career planning, development manager*

1. INTRODUCTION

Career can be defined as a series of related or unrelated activities, behaviors, attitudes, and aspirations in one's life. Career of each person usually combines individual and social interests and needs [1]. Career development is a process of interdependent and coordinated series of individual and organizational activities in which the individual and organization are partners. Career is always a reflection of the abilities, interests, and motivations of the individual and its activation during the education and work. a series of related concepts are in connection with the concept of career, such as [2]:

- 1) Career development,
- 2) Career management, and
- 3) Career planning

Career of every person has individual and organizational aspects. It is always in some sort of interdependency with the work they perform, progressively advancing towards the status, rewards, and responsibilities. The common goal of individuals and organizations for promotion are: (1) innovation and (2) socialization.

In innovation individual sees the development of its careers, and business systems of its business growth. Socialization of the individual means successful participation in social groups, and for business system means the possibility of complete realization of strategic goals, better organization, a stronger internal cohesion and business development.

2. CAREER DEVELOPMENT

Career development aims to connect the needs, knowledge, and skills of employees with current and future needs of the organization - the right people at the right time on the right place. Traditionally, this word referred only to persons who perform managerial or professional jobs, but are now it is increasingly used in a general sense, to describe the role of employees.

Career development is a dynamic process that lasts throughout life, in which five different phases are present, characterized by different goals. These stages are:

- 1) Choice of occupation - preparing for job,
- 2) Entering into the organization,
- 3) Early career - beginning and achievement,
- 4) Mature career,
- 5) Late career

The first stage - the choice of profession (preparation for work) - can last until age of 25 or it can re-occur within people who want to change careers later in life. One of the problems that might occur at this stage is the lack of awareness of self and the other problem is to obtain authentic information on careers that are different from those obtained from family and friends.

The second phase - entering into organization – it is overlapping with the first between age of 18 and 25. This means that individual find a job that will match its professional image, and start working. Problems at this stage are concentrated on the accuracy of information that organization provides, so that when one starts to work, expectations and reality can differ.

The third phase - early career - usually takes between age of 25 and 40. Start implies fitting into organization and understanding of "how things are done in it". Full implementation leading into business is important, but more importantly is to provide a "real job" to the new employee and to provide challenges, rather than wandering from department to department without a clear goal. Access to opportunities for career development is becoming very important in this phase.

The fourth phase - Mature career - refers to the period between the age of 40 and 55, and may involve further development and advancement or retention of the existing status. In both cases, a form of re-evaluation of career and life directions follows it.

The fifth stage - late career – the task of organization that encourages people to continue with the implementation of good results. This is especially important, because some sectors are facing a shortage of skills, and there are some initiatives of some companies to allow individuals to work after retirement.

Certain stages of career development are critical to its flow. These are, first of all, the second phase in which the individual first employed when straight from school enters into the organizational environment. Typically, young people have high expectations about the organization, work, conditions, and at this stage, they are often faced with the first disappointments.

The next critical stage in career development is the mature phase of the career, as the people of this age are faced with the crisis of the transition period, and at this stage, there is a time of stagnation, while the opportunities for further advancement are dramatically reduced.

The last stage in career development for individuals may be the most critical phase, in which they tend to maintain their earlier productivity and where they slowly preparing for retirement.

Organizations usually prepare a variety of programs to help older workers:

- 1) Identifying of their needs,
- 2) Development of retirement plans
- 3) Introduction of flexible working hours and so on

A serious approach to career development of employees can provide multiple positive effects for both individuals and the organization. Career development is the result of two related processes, including:

- 1) Career planning at the individual level and
- 2) Career management at the organizational level

3. MANAGEMENT AND CAREER PLANNING

Career planning is an individual process in which one becomes aware of himself, his knowledge, skills, abilities, limitations, aspirations and results, identify the goals in its career and its training programs, business and other development programs to achieve set goals in career.

Individual career planning is not necessarily linked to one organization. It is, therefore, the process of self-assessment of their own abilities and desires.

Career management is the organizational process of the preparation, implementation, and monitoring plans for career of employees.

There are many different career-development programs in the organization and the most popular are:

- 1) Individual career planning,
- 2) Individual counselling,
- 3) Information services,
- 4) The initial employment programs,
- 5) Organizational assessment programs,
- 6) Development programs

Still we cannot say anything with great certainty, because of the small number of performed studies. According to one survey, 44% of administrators of programs for career development were assessed to be of great help. In the company Pratt & Whitney, for example, the rate of departure of engineers is reduced for 25% after the introduction of programs for career development.

Of course, career development programs have different effects on different groups in the organization: employees, managers, experts in the field of human resources and organization as a whole. That is why the perspectives of performance evaluation of individual programs are different from the various groups.

For employees, they make sense if the organization shows a serious intention to implement them and if the right opportunity is given to talk with their managers about their goals. On the other hand, programs are effective for the managers if they create the necessary abilities and skills necessary to achieve set goals. They are effective to an organization if they serve for creating of a bigger attractiveness of organization to attract quality people. For the sector of human resources, positive effects are reflected in the establishment of stronger relationships with line managers.

In order for career development programs to be successful, it is necessary for them be integrated and supported by other HR activities, because they all have the same function and that is the adjustment of the needs of individuals and organizations.

Modern organizations, and human resource management functions inside of them, are more and more involved in the problem of career and its development. Career is the concept that has the strongest and most explicit influence on connecting and uniting of individual and organizational interests and needs. The concept of career is replaced by the concept of work associated with a job.

The difference between a job and career can best be expressed in a way:

- 1) That the job was something that people work in the workplace so they could bring home the money
- 2) While career mean prolific and research activity that brings pleasure.

There are other reasons because of career and its development has become important not only for individuals but for the organization too.

Career development plays a key role in the implementation of the strategy, providing flexibility and competitive human resources.

Career includes the entire life span during which an individual spent at least over one-half of its awoken hours at works.

Of the level of satisfaction with the work and the work, a large part of the overall life satisfaction depends. The work has the potential to meet most of human needs equally or not.

With the increase of educational levels and aspirations, changing values, career becomes more important for a large part of employees.

It becomes the main link and the centre of the events of exchange between the individual and the organization, determining the extent to which individuals are connected to the organization.

Young, capable, and educated professionals usually put the professional development and career opportunities in the first place and remain in an organization as long as they consider as desirable for personal and career development.

Planning and career development of employees show an interest of the organization for them, understanding their needs and desires as a positive effects on motivation to work and personal development.

With developing of career, following opportunities for individual development appear while reducing:

- 1) Fluctuation (oscillations, changing, unstableness, volatility);
- 2) Absenteeism (the study of the reasons employees absence from work);
- 3) Frustration (frustration is a condition of an impossibility of a man to meet some active motif);
- 4) Stress of employees, contributing to better utilization of human resources.

Career refers to the assignment, moving between jobs, position, level of responsibilities and challenges. Career is interconnected, successive sequence of jobs, positions and work experience of a person during the working life, which tracks changes in preferences, attitudes, experience and behavior of the individual.

Therefore, career has two important aspects or the most important dimensions:

- 1) *Subjective* - which is manifested in changing attitudes, interests, motivation and other of an individual, and
- 2) *Objective* - which involves a change of jobs, positions, and activities that an individual performs during the working life and which vary in complexity, responsibility and organizational levels. Traditionally, it is related to the promotion and advancing.

Varieties of concepts are in connection with the concept of career, such as:

- 1) Career path,
- 2) Career development,
- 3) Career management,
- 4) Career planning

The above terms should be determined in detail.

Career path. Career path indicates an objective aspect of a career. Series of activities an individual performs during its working life.

Career development. Career development is an individual and organizational aspect. It is not, as it was considered before, the sole responsibility and mission of the organization, but not an individual too. This process is a series of interlinked and coordinated individual and organizational activities in which the individual and organization are partners in the promotion and development of individual careers.

Career development is an ongoing organizational and technical effort aimed at developing of skilled and successful workers. It is the involvement in development activities necessary to achieve career goals.

Career development activities include individual career planning and organizational career management activities. Career planning and management are focused on individual career development within the organization.

Career management. Career management is a new activity for human resources functions, which is developing very fast. Career management is the process by which organizations choose, evaluate, deploy, and develop staff to ensure the required number of qualified people to meet future needs. It is a process of shaping and implementation of goals, plans, strategies, which allows managers and human resource professionals to meet the needs of those resources and individuals to achieve their own career goals.

Career planning. Career planning is a process by which an individual identifies and applies the steps and actions to achieve the goals of its career. It is a process of choice of profession, organization, and direction to follow someone's career.

4. RESUMES

Development of managers, obviously, became preoccupations of modern enterprises and primary activity of human resources management. Providing high quality management and their continuous development is a major strategic and competitive advantage.

Interest in managerial training and development in organizations began with the key role of managers, their style and skill to the overall organizational performance. It is estimated that in the U.S. there are more than 75% of businesses and other organizations implementing some form of education managers. The situation is similar in other developed countries.

The survey of human resource management practices in 500 most successful global companies showed that 91% of companies organize training of middle management and 51% of the development of senior managers. The most common forms of education are seminars or other programs within the company, the most popular approach to education are conferences, but they often use other techniques including role playing, movies, games and business.

In many years of development and research of managers developing, many methods and techniques were developed aimed at raising the skills and performance management in the broadest sense. In addition to standard methods of education such as lectures, conferences, films and others, which are often used in education and development manager, some specific methods have been developed related to the nature of managerial work and the key factors of managerial performance, such as:

- 1) Communicational and interpersonal skills,
- 2) Social sensitivity and focus on others,
- 3) Self-confidence, motivation for achievement,
- 4) Diagnosing and solving problems, and more.

All these methods can be divided into two main groups:

- 1) Methods that are applied to business, and
- 2) Methods that are applied outside of the work.

Job rotation is one of the most common techniques of management development. It provides moving through different departments, units and areas to acquire the necessary managerial knowledge and experience, and identify strengths and weaknesses through performing different tasks. This approach is dominant in the development of managers in Japan.

Development, i.e., construction of a team is a summary term for a variety of different methods, techniques, and activities for improve of the functioning of working groups, team behavior, and attitudes aimed to increase the cohesion and quality of functioning of the teams through a series of activities that help members to act as a team. It is shown that majority of the activities and efforts related to organizational development company is focused on improving the teamwork. Managerial researches of human resources in 179 companies show that the development team is most effective managerial techniques. This problem becomes actual and it is significant for the modern organization based on teams.

Management style is one of the key factors not only for managerial but also for organizational success. Empirical evidence of its extreme importance for the overall organizational performance are provided by famous Likert's surveys making a valid basis and starting point for all subsequent analysis of the impact of managerial style on organizational performance.

Management style is the basic way of behaving and managerial actions in relation to people, way of communicating, influence, motivations, and directs behavior and leading of others as the achieving of objectives. It refers to how a manager performs its function of leading the others and achieves organizational objectives and goals with other people.

These are managerial functions closely related with functions of managing human resource. Different styles differ in the degree of staff involvement in decision-making, authorities, power, and autonomy given to them. They are also different regarding the fact what manager considers being its primary task and source of power: command and control (autocratic style) or motivation, empowerment, and strengthening of its employees (democratic style).

REFERENCE

- [1] Bogićević, B., Menadžment ljudskih resursa, CID; Ekonomski fakultet, Beograd, 2004.
- [2] Pržulj, Ž., Menadžment ljudskih resursa, Fakultet za trgovinu i bankarstvo „Janičije i Danica Karić”, Beograd, 2007.

QUALITY IN THE CUSTOMER PROTECTION SYSTEM

Ivanović Zoran

Ministry of Trade and Services of the Republic of Serbia, Belgrade, Serbia

***Summary:** It is generally known that only companies which have the ability to continually and fast adopt to conditions which are constantly changing survive on the market. In other words, only the best survive on the market, not the strongest or the largest. Today, a buyer expects exceptional quality, which means fulfilment of all his needs and wishes, and at the same time he is prepared to pay only the price which is lower than the competition price. Characteristics defining quality represent basic competitive instrument for product differentiation a certain producer's product from that of his competition. They are at the same time one of the most important instruments of product positioning in "the minds of consumers".*

***Key words:** quality, product positioning, customer protection, competitiveness*

1. INTRODUCTION

Customer protection is necessary not only for coordination with developed countries standards, but only for creating prepositions for developing economy and society, which contributes improving quality of citizen life. Strategic aim of customer protection is improving life of all the citizens, achieving and protecting basic rights and interests of customers, implementing system and institutions for customer protection and equal partner cooperation of all the bearers of customer protection in the Republic of Serbia in accordance with EU standards, which at the same time contributes to development of economy and society.

2. ROLE OF THE ORGANIZATIONS FOR PROTECTION

Organizations for customer protection achieve bigger influence on global economic flows, and a base of their operating is independence of producers. Independence in work is enabled by financial independence. Independence is the most important condition and precondition for successful work of each customer association. If this doesn't happen opposite, customers would not have confidence in them.

What should be emphasized is that 96% of Germans know about an organization called: "Stiftung Varentest" which sells 900 000 copies of magazines and special book editions. "If they didn't believe in our test results, customers wouldn't buy or pay for information we offer. One key word can describe main characteristics of our work. It is transparency. Ways of conducting tests, programs which are used to do them are not a secret. Only one thing is strictly confidential – laboratories where our tests are conducted."¹

Customer organizations do not function as controlling and regulative body. This is responsibility of a state. "While testing in laboratories, we discover shortcomings of some products which could be acutely dangerous for customer health and safety. We inform the responsible officials at once about these problems immediately, Food Control Inspection, Trade Control Council. They then act without delay. Naturally, we inform our customers on such dangers"².

¹ 26.05.2009. Danas, interview Hans Vilnat, Association for Customer Protection, done by Mirjana N.Stevanović

² Mentioned above

SW³ receives money from German government, which nevertheless does not influence SW nor has ever tried. It uses means from public budget to support independence in customer protection, because it is conscious of the fact that it will not be possible without the support of the state. The Organization can, obviously take money from the third partner on condition that the partner does not try to influence organization's work. The same or similar situations are present in the states of European Union. This shows that there is conscious in these countries that efficient functioning of the customer protection system is an important part of market economy and that efficient customer protection is not possible without a strong non government organization. The state subventions in SW budget amount to around 12%, while the rest 88% (in 2005 that amounted to around 50 million Euros) we enable from our own income. Money comes first from selling editions of monthly magazines "Test" and "FINANZTEST", but also from selling books and special magazines. German organization for customer protection, employees around 280 experts necessary for highly scientific approach to testing products and services, and potentials of all the scientific institutions in the country are available to the organization, as it is supported by German Federative Ministry for Customer Protection. The most important segment of organization work is checking and testing of products as well as printing information on results of research and supplying information on product quality. Before all, when researching a group of products, first a degree of quality and prices is checked; then whether any of the products have shortcomings, and later tests check whether there are improvements inside these groups of products. Thanks to this total quality of products and services in Germany has noticeable growth. This is specific to numerous products used for a household. There are many other examples – safety of children car seats is significantly improved. The effect of a quality promotion is similar to testing and an important element of selling. By improving their products an industrialist increases his competitiveness on a national and international market. Public and private services are critically tested and systematic investigations in this sector have begun in 1974, so they are in situation to systematically mark: quality of the advice given by banks and savings banks, insurance costs and premiums, pension plans and society building, airport and ferry safety, internet trade, quality of car maintenance, and those are only a few of the activities. New models of many products enter the market fast, for example mobile phones, computers, which requires testing in very short intervals. Increased consciousness on healthy food importance and care about harmful substances and additives, brought to larger interests in food testing⁴.

Market liberalization gave the customers the possibility of choice so they need help and information more than before.

3. THE IMPORTANCE OF QUALITY

Quality became key business phenomenon from the end of the 20th century and by some opinions basic paradigm of business. By the end of the 20th century many enterprises realized that production and strong promotion do not guarantee that buyers will buy the product. They discovered that first they must find out what the buyers want, then produce the product instead of producing the product first and then adjust needs and wishes of the buyers to what they already made, and the best way to discover the wishes of the buyers is to become buyers ourselves.

To be the user of one's own product means having a direct approach to information, how the buyer spends its time, what is he unsatisfied about and which are his unsolved problems. One of the best definitions on the term „buyer“ (customer) was published in „Commercial Motor“ by Graham Brooks⁵

It says:

- A buyer is the most important person in our business.
- A buyer does not depend on us, we depend on him.
- We don't argue with or outwit a buyer.
- A buyer is a person who tells us his needs – our job is to satisfy those needs.
- A buyer does not interrupt our work – he is its purpose.
- A buyer does us a favor when he calls us – we do not do him a favor when we perform the service he requires.
- A buyer is a consisting part of our business not an intruder.
- A buyer deserves the most attentive and the most careful approach we can offer
- A buyer is a person who enables you to get paid, whether you are a construction worker, clerk, manager or a merchant.

³ Stiftung Varentest, German Organization for Customer Protection

⁴ Only in 2005 there were 15 such tests in Germany, source – H. Vilnat, German Association for Customer Protection

⁵ Graham Brooks, General Manager Dowman Cars and Trucks, Stockport.

Quality can be defined as:

- 1) a measure or an indicator which shows a volume or an amount of usage value of a product or a service for satisfying exactly defined need, at a specific place and at a specific moment, and in the period when a product or a service through social process of exchange have confirmed themselves as goods.
- 2) total sum of all the factors which give pleasure of ownership of both buyers and make a user to buy and use the product or service over and over again⁶.

Today on the world's market, quality plays a vital role in conquering new markets and keeping the existing ones. Basic requirements of customers refer to product and service quality which presume suitability for usage, reliability, proper value for money spent. But enabling real quality requires much more than a good commercial, promise or good intentions. Traditional ways of achieving high quality of the product are not acceptable anymore. More modern, better and more efficient ways which are used in the world nowadays is establishing management system by quality according to the standard ISO 9001:2000. Getting the certificate enables communication with comities throughout the world as certified management by quality:

- Presents evidence of coordination with internationally accepted standards (ISO 9001:2000),
- Eliminates expenses of checking from the buyers to be,
- Increases the efficiency of the organization in all its activities,
- Presents a strong tool of marketing which enables efficient selling

This standard is applicable to all the activities of an organization, started from marketing, projecting and development, acquisition – through production – till finished products' delivery. Management system by quality is established by this standard enabled efficient production efficient planning, following and control of product quality and enables that organization functions correctly, enabling continual, uninterrupted growth of the product and services quality level, thus enabling that organization functions correctly and enables uninterrupted growth of the product and services quality level.

4. PRODUCT

Product is all that can be offered to a buyer to fulfil a need in exchange for money, whether it is an idea, service or a material product.

1. level: generic product – what makes the essence of need fulfilment (a car – the essence using a ride / transport).
2. level: basic product – touchable product is a gathering of attributes (a car – design, power, size, model, colour, petrol usage).
3. level: expected product – a group of features generally expected by buyers
4. level: expandable product – a group of standard plus / additional features by which a buyer builds a mental picture of the product (seat heater, ABS...) ⁷.
5. level: potential product – a product with possible future improvements which should delight a buyer.

Basic **criteria** for dividing products in marketing are **customer's intention or final usage of the product** so the products can be divided into

- Products of final consumption (those are the products bought to fulfil the individual or the household needs).
- Products of business consumption (those are the products bought to be used for doing business or producing other products).

Consuming Products

- 1) Ordinary products,
- 2) Particular products,
- 3) Special products,
- 4) Unwanted products.

Ordinary products are the products of final consumption where consumers input minimal effort for buying. These are the products which require little time for planning and purchasing. While deciding on buying these products consumers spend little time for comparing shops or available brands of products concerning quality

⁶ 34. National Conference on Quality, Kragujevac, 8.-11.May, 2007.

⁷ Law on General Product Safety, Official Register R.S. nr 41/09

or price etc. Ordinary or conventional products are relatively cheap and bought often. Important elements of marketing strategy of ordinary products are distribution, packing, economic propaganda and improving selling.

Particular products - (household gadgets, used cars, bicycles, and cameras) are the products for buying which customer are ready to put in some effort. Comparing to ordinary products customers use more time for planning and doing shopping, comparing shops and brands concerning quality, price and guarantee services. Particular products are more expensive, last longer and are less often bought than conventional products. Important elements of marketing strategy of particular products are personal selling, economic propaganda and services of insurance for spare parts and fixing.

Special products have one or more unique qualities. These products are expensive and are rarely bought. These are the products where customers are ready to put special effort in buying. Purchasing these products is planned in advance. Efforts are not aimed at comparing alternative brands but search for information on places where a product chosen in advance is available. Important element of marketing strategy of special products is distribution.

Unwanted products - (urgent car repairs, umbrellas, encyclopaedias, etc.). These are the products bought without planning, to solve a sudden (urgent) problem. These are the products with which a method of aggressive personal selling is used.

Industrial products

- 1) Raw materials,
- 2) Basic equipment,
- 3) Additional equipment
- 4) Spare parts,
- 5) Processing materials,
- 6) Disposable materials,
- 7) Business services.

Raw materials are basic materials which after being processed become a part of a material product. Most often they are bought by specifications and in relatively large quantities.

Basic equipment are machines and large tools which are used in production processes. These products are expensive and are rarely bought. Decisions on buying these products are made on the highest management level. Suppliers of this equipment must secure various services as installing, mending, maintenance etc).

Additional equipment are additional machines and smaller tools which are used in production processes and office activities. This equipment is standardized and can be used for various purposes in the company. Additional equipment lasts a shorter period of time and is considerably cheaper than basic equipment. Decisions of buying additional equipment are mostly made routinely.

Processing materials are materials which are directly used in producing other products. They are bought according to industrial standards, the same as spare parts, or by producer specification. Unlike spare parts, processing materials cannot be easily recognizable as they are directly used in producing other products.

Disposable materials are materials which make production process and business operations easier but are not used as a part of the product (colours, oils, cleaning materials, paper and pencils).

Business services belong to a category of (non material) products which companies use in their business. They include: legal, programming, marketing, financial, bookkeeping and maintenance services.

Product characteristics:

- 1) Product quality,
- 2) Stile, fashion, and brand of the product,
- 3) Product design,
- 4) Package,
- 5) Services connected to the product.

5. PRODUCT QUALITY

Product quality is a multidimensional term which includes:

- 1) Functionality,
- 2) Reliability,
- 3) Permanence,
- 4) Correctness,
- 5) Easy handling,

- 6) Possibility of mending and other characteristics which define the ability of the product to fulfil a certain need of the consumer.

While defining quality level of the product, a company has to find out about the height of a price the market will accept. Characteristics defining quality represent basic competitive instrument for differentiation of a product from that of competitive companies.

Style considers specific way of expressing something, mostly art. Style usually lasts longer and as such can be in or out of fashion many times.

Fashion is temporarily accepted or popular style. Style becomes fashion when it is broadly accepted by customers. Brand helps a customer to know what he has bought, identifies the producer and knows with whom he had positive or negative experience, so as to repeat or avoid buying next time.

Brand is one of the main attributes based on which a product is distinguished from other products, so its creating and preserving must be understood as one of the most complex decisions for marketing managers. When we speak about brand term it is essential that it is connected mostly to the feeling a person feels when he thinks about it, than a complex combination of characteristics and qualities which could be connected to a certain brand. And it is widely accepted that a feeling is something that can be tied to one and only word. The biggest problem which appears while putting a brand on the market is how to make it authentic. All of us have our personal perception on certain product quality. Whether Don coffee is better than Grand coffee, whether Next juice is better than Takovo juice, whether Knjaz Milos is better than Heba water? Who can confirm this with certainty? It mostly depends on customer's judgment. Even if certain characteristics of a product can be technically measured, for example compare Rolex watch to Seiko, whether it measures time more precisely and whether milliseconds difference in time measurement is something that can be of importance while buying?

There are associations in the world which issue publications like "Consumer Reports", „Schtiefung Warentest", and some others which independently test quality of certain products and show comparing tables of results. The most surprising fact is that most of the products that are in the first place by their quality are not at the same time the most sold or the most profitable brands on the market. If you are a regular computer user is the fact that Dell when tested was 1.25% faster than IBM of importance? What makes a decision of brand success is not its objectively measured quality (if it even exists), but mostly consumer perception on its quality.⁸ Obviously, with low quality goods a brand cannot be established, but key of success in branding is what customers think about the product quality and this is worth fighting for by all available means.

Industrial design is a creative activity whose aim is to define formal quality of industrially made products. The essence of an adequate design is that the product must attract the customer at the first sight. Design influences product buying by shops and final customers. For marketing, it is important whether a product by its design says to potential buyers the facts that should be said about the product. A large number of consumers does not understand functional and technological characteristics of the product, but knows whether he likes the product or not. Modern disposal of most products is based on their adequate packaging.

By **packaging** of a product a producer or a merchant solves certain practical problem (protection) or helps that the product is transported easily through channels of selling and provokes a potential customer to buy. It should perform **protectoral and promotional role**. Protective wrapping of a product is called wrapping material, and as follows:

(1) primary, (2) secondary and (3) transport wrapping material.

Product packaging has certain functions:

- (1) placement and protection of the product,
- (2) product promotion,
- (3) makes warehousing easier,

Usage and standardizing of products;

Services connected to the product (selling and after selling services) include activities whose aim is to enable the customers easier buying and better usage of the products. Depending on the type of the product, a service as a component may be a smaller or a bigger part of total offer. As a matter of fact, if we disregard so called "clearly tangible products" as soaps, toothpaste and similar, which are not followed by any services, we can say that all the other products are followed by one or more selling services (credit service, transport, guarantee, handling instructions, maintenance, servicing, etc).

Credit services represent for the customers an important competitive weapon for companies which produce or sell more expensive products.

⁸ 26.05.2009. Danas, interview Hans Vilnat, Association for Customer Protection, done by Mirjana N.Stevanović

Guarantee is important for consumers, especially when we talk about expensive technical products. By guarantees a producer defines its obligations concerning selling the product. A guarantee gives the consumer confidence concerning the product quality, increases loyalty of customers and thus contributes to product selling increase.

Servicing activities and spare parts availability is important for buyers of more complex products which are expected to last a longer period of time.

5. PROCESS OF QUALITY SYSTEM INCREASE

Those who managed to adjust to changes fastest made most profit on changes. Basic problems appearing in organizations by this occasion are:

- People do not understand reasons, for which we enter changes,
- The final aim cannot be seen – a vision does not exist
- Resistance towards anything new and different appears,
- Some people use more energy for explaining that something cannot be done, than for doing something that should be done,
- Shortage of money,
- Shortage of time,
- Attempts to return to the old ways,
- At some point, small steps forward that happen cannot be seen,
- At the other point small steps forward are celebrated as final solutions,
- Shortage of team work.

6. CONCLUSION

Internationalization and globalization of production and exchange are key processes which conditioned the need of redefinition of a role and a place of economic involvement and attitude to doing business. A dilemma “*what to produce*” is changed into “*where should it be produced*” and a dilemma “*what and how much should be exchanged*” into a question “*how should an exchange be performed*”? It is in human nature to show resistance towards everything that is new and unfamiliar. A solution key for this resistance should be searched in appropriate preparation of people to face the unfamiliar. This preparation assumes, among other things, meeting the new, through getting specific, relevant information and knowledge. Decisive role for achieving such an aim have people who know what they want – and those are leading people in an organization. They are those who create “positive climate” for performing task “out of a conviction”, “or trust”, or “because so ordered”. Basic characteristics of an environment for changes towards which a society should move is a complete acceptance of a “3I” principle, or aspiration that personal skills of a person come to an emphasis (individualization), using worldly available knowledge (internationalization) and modern technology of work (informatics computerization).

When we speak about survival on world’s market it is presumed that a decisive role will be in two basic factors:

- The first is strategic and relates to knowing what market asks and an ability to create new (competitive) products.
- The second is operative and refers to managing modern technologies which enable economic production, in short deadlines, but with high product quality. The conclusion is that operative mistakes will be the ones that will hardly be forgiven.

REFERENCES

- [1] Law on General Product Safety, Official Register R.S. nr 41/09
- [2] Seferović, E., Quality as an important function of market and development, Sarajevo, 1997.
- [3] Dragnić, R., Product Safety and European Union, (Academic Thought) Akademska misao, Belgrade, 2009.
- [4] www.ceps.rs – visited on 09.02.2010.
- [5] http://www.apos.org.rs/content/view/60/1/lang.serbian_lat/- Association for Customer Protection, visited on 16.01.2010.
- [6] <http://scindeks.nb.rs/article.aspx?artid> – Economic topics, visited on 19.01.2010.

PRODUCT INTERNATIONAL COMPETITIVENESS ECOLOGICAL ASPECTS

Ivović Slobodan, Ivović Jelena

High Economical School of professional studies Peć-Leposavić, Serbia

Summary: *Products placed on national and international markets must fulfill certain technical requirements. That is necessary condition of their competitiveness, proved by written procedures of evaluated adjustment which should enable product placement on the market without additional costs for examination and certification. When the stocks import from one country to another is disabled because of ecological standards law regulatives, we say that there are ecologic barriers of external trade. There are worldwide regulatives for protection of environment, certain examination of adjusting the ecological standards is requested, while importing certain stock. Products under influence of ecological barrier participate with 88% in the total world trade in year 1999. Providing ecological acceptable products (Green Products) become important factor of external trade, especially if having in mind that according to analysis of International trade center, from 4917 observed products worldwide, even 3746 are under influence of ecological barriers in the external trade. Nowadays in the developed market economies three institutionalized levels are acting upon this problematics and with concrete solutions of ecological problems: consumers, states and companies. Environmental protection is especially expressed in the fields of traffic and transport, as significant sources of pollution. This problem can not be eliminated, but introducing ecological standards and regulatives can significantly moderate it. On EU territory important limitations are present, in providing logistic services concerning the environmental protection and transport safety. Negative influences can be caused by certain product features, or inadequate handling acts, storage, packing, transport. Executing logistic processes makes important the factor of logistic strategy choice and significantly affects the competitiveness in external trade.*

Purpose of this research article is to point to the respecting importance of ecological requirements on international scale, as the ecological behavior of internationally orientated companies and their engagement in avoiding ecologically harmful products and increasing the level of its products and packages ecological solutions.

Key words: *ecological adjustment, ecologically acceptable product, logistic service, ecological implication.*

1. INTRODUCTION

Product quality is necessary condition and assumption for creating business success on international market. It is about very old and substantial competitive parameter, which exists in all market economies development phases and in all parts of world markets significantly was determining the conditions and dynamics of exchange activities. The notion of quality itself was defined differently in various development periods: on one side we have technical notion of quality as a set of product features, such as performances, technical characteristics, safety, durability, product economy, compatibility, esthetical looks, and similar. On other side there is the management's notion of quality, as integral productive form of consumers and users satisfying demands. Modern concept of quality notion, is affirming integral approach, so the International Organization for Standardization (ISO8402) emphasizes that quality is set of all product features and characteristics, processes and services, referring to possibility of satisfying confirmed or indirectly expressed needs. Hence, quality is expression for set of vital and optimal functional product features (durability, reliability, precision,

handling ease, reparations ease, looks from one side, but also additional features of following product facilities and market parameters, which is possible to increase the attractiveness and product acceptability for greater satisfaction of usage and consumers). Integral concept of product quality management in international stock exchange means directing and promotion competitiveness of three product structure levels: psychical, service and symbolic. Psychical attributes such as size, weight, look, construction and similar, are solved through production process and are in concrete relation with the product costs. Economy demands and competitive costs primarily emphasize physical attributes of product quality standardization possibility. It is about the product parameters, at which the cost effects and economy effects are of important existence, for providing international competitiveness, so the heading towards higher standardization is pretty logical. At physical product parameters, it is most feasible.

In the production areas, there is appropriate technical documentation for every product. Within times it has come to adjustment of different technical regulative and specifications among the producers, especially in the industries which products are used as inputs in some other industry, because of mass products use. Producers have suffered big losses in mutual race for imposing own standard, hence they have decided to cooperate and jointly form own unique standards.

This autonomy harmonization of product standards has not always been acceptable for the consumers, so the negotiations started for accepting standards which are optimal from whole society's point of view. In that purpose special bodies are established for determining national standards. This solves the problem of same products overturn, produced by different standards in one country's framework. But, every country has providing for itself optimal standards, therefore today remains the problem of various technical regulative and accepted national standards, because they make obstacles in the international trade activities.

Technical regulation are obligating requirements or standards determining by features that certain product must posses. These are documents containing product technical specifications, by which the production is undertaken, and which obligate the producers. Products for which various technical regulative exist and appropriate standards in many countries, often is not possible to internationally trade or sometimes some changes are requested or reprocessed, significantly increase the product costs.

Reasons that countries introduce regulations for fulfilling standards, what especially is referred to the testing products requirements, marking, are achieved with desire of maintaining citizens' security, in import products use and consumers' rights' security. These are justifying arguments imposed to the product importers, but only in scale that the state and its organs don't use from desire to protect domestic manufacturers, and not consumers.

It is mainly obvious in imposing inadequate standards, complicating and certification procedure's complication and similar. In this case these regulations become very important barriers in stock exchange. These barriers are possible to be removed only by international regulation standards. In practice there are all the time new regulative and standards show up. E.g. – ecological standards. Nowadays primarily the developed countries insist on ecological regulative implementation, what is understood by the countries in development as new trading obstacles and are classified in group of external trade technical barriers, because it means fulfilling certain technical specifications and standards respecting.

WTO follows introducing new technical regulative and standards from the members side which by agreement on technical barriers are obliged to report. According their data, we see that the number of technical regulative and standards introduced by the members states rapidly increase from year 1995, when this organization is established. Most of them are introduced by European Union.

When the stocks export from one country is disabled in other country because of strong regulative existence about ecological standards, we say that there are Environmental Trade Barriers. In countries with environmental protection regulative, certain examination of adjustment with ecologic standards while importing stocks is requested. One UNCTAD's study of international trade centre has estimated that out of observed products worldwide, even 3746 are under influence of ecological barriers in external trade. Products under influence of ecological barrier participate with 88% in the total world trade in year 1999. ¹

This significant ecological regulative influence on trade has brought to important discussion in international community about priorities of environmental protection, or trade growth and increase of population's standard. End result of discussion for external trade and ecology relation in the international community is confirmation that protection of the environment is substantial because of planet's pollution, but that protection must be processed on international level, in order to be smaller obstacle for economy development and world trade. Global concept of so called sustainable development has been initiated, which means natural development with environmental protection.

¹ UNCTAD, Trade and Development Report, New York and Geneva, 2001.

Table nr. 1 Number of new technical standards and standards of applied

Members	1995	1996	1997	1998	1999	2000
WTO						
Argentina	0	1	0	1	16	37
Australia	20	18	26	12	35	10
Brasil	1	9	35	43	17	12
Czech Republic	12	14	1	6	28	52
EU	123	123	437	276	185	156
Japan	50	41	35	28	30	56
Canada	29	20	30	115	24	26
Republic Korea	13	9	14	8	22	27
Malaysia	1	19	12	28	98	3
Mexico	29	27	29	35	34	28
USA	33	40	33	35	49	32
Switzerland	4	12	21	7	22	9
Thailand	7	13	22	34	22	9
TOTAL	365	460	795	648	672	611

Source: WTO "Annual Report 2002" Geneva, 2002, P.37.

2. ECOLOGICALLY ACCEPTED PRODUCT

The idea about sustainable ecological development in the last decade of 20-th century obtained great number of supporters. Direct consequence is wider area of interesting subjects which expect that company and organization's business and their products to be adjusted to change of relations according to the natural surrounding. Current state of natural surrounding is consequence of unsystematic thinking about the past. Designers, engineers and other participants in product creating have traditionally been responsible only for certain product features, but not for the waste produced, neither for the resources which are out of hand spent. New approach of the product creation is based on pollution prevention and over controlled spending of natural, material and energetic resources with acceptable costs, efficiency, productivity and effect on environmental protection.² Product is central object of majority of human's activities. Its lifetime flow will be processed in natural surrounding with the help of it. Products' demand is such that is absolutely increased by species. That is why today is understandable why mutual product influence and economy's surrounding so intensively are analyzed. Hence, every material product or material part of combined product is in certain correlation with the natural surrounding. The raw materials are been extracted, in it the product has been made, packed, stored, transported and used. Inside the secondary products are being disposed. At the end, after the usage, product has been disposed as waste. Except the mentioned, correlation with natural surrounding at many products has been processed while its usage, because while the mentioned usage energy or materials are spent (appliances products, transporting means and other). Inter-relations of product and natural surrounding can be from the weak to the strong ones, from the short-term to the long-term, and can not appear on global, regional or local level. Its system analysis can be done through product's lifetime, it is very logical, because the ecological problems occur while production, manipulation and post sale. They can be decreased or eliminated choosing appropriate product's design. In other words, up to the production phase come only the products which according the adopted criterias adjusted to the natural surrounding's requests.³ Product adjustment degree to the natural surrounding may range in wide limits: from absolute adjustment up to the complete non-adjustment. Product which is totally adjusted to the natural surrounding's demands, i.e. the one (pure materialistic, or material part of the combined product) which in neitherway affects negatively on local, regional or global natural surrounding, represents the „ideal product". Really speaking, nowadays products are still far behind this request, and currently we can speak only about „ecologically directed products". Those will be products that less threaten the natural surrounding than the average real product. In our practice these products are called ecological, but there are other terms, such as: „natural", „green", „healthy", etc.

Therefore really speaking under ecological products today we mean products, material or combined, which have less expressed influence on human's health and surrounding, in comparison with other products that serve the same purpose.

² Jovanović, Gavrilović, B., "Evolucija shvatanja o razvoju"- od privrednog rasta do održanog ljudskog razvoja", Ekonomski anali, nr.145, Faculty of Economy, Belgrade, year 2000, pages 153-177.

³ Pavlović, Bugarski, Lj., "Konceptija razvoja Jugoslovenske standardizacije u oblasti zaštite životne sredine". Kvalitet, VIII, nr.1-2,1998. pages 53-56.

Providing ecologically accepted products (green products) can be done in few ways:

- 1) decreasing raw materials amounts and in form that is not harmful and that can be reprocessed;
- 2) changing the production process not to pollute the environment;
- 3) avoiding toxic materials;
- 4) promoting the product in order to produce less pollution during use;
- 5) changing product in order to decrease amount of waste;
- 6) preferring reversible packing comparing the recycled packing;
- 7) minimizing or avoiding packaging;
- 8) decreasing of energy spent while production, usage and implementation;
- 9) creating "green" marketing program;
- 10) adequately "green" product marking. Generally speaking, it can be stated that more the standardization's process is more developed in the company, and more the product is in the mature phases of lifetime period, manufacturer will not follow innovating newer versions of product and will be more concentrated on providing healthy ecologically acceptable competitive products.⁴

3. ECOLOGICAL APPROACH TOWARDS QUALITY PROMOTION (GREEN PRODUCTS)

Nowadays the contemporary world is on that development level that the ecological problem importance must not be neglected at all. In 1980's and 1990's a very serious emphasizing of ecological and ambient problems occurred, as well as the organized creating conditions for preventive, continuative and long-term solving. It is about the new types of problems, demands and standards which become necessary respecting parameter while creating contemporary internationally orientated business strategies. The consciousness about importance of ecological problems is mostly developed in the countries which by their long-time ignorance have mostly contributed to the ecological crisis sharpening. In the framework of developed countries, Germany has left far away and have done maximum (Table 2).

Table 2. Evaluation the meaning of global eco-problems in the developed countries

Eco-problems	USA	Germany	Japan
Lack of greenery	63%	80%	47%
Lack of ozone	56	78	55
Water pollution	71	70	43
Air pollution	60	61	43
Heating problem	47	73	47
Extermination species	50	69	37
Ground contamination	54	55	29

Source: Gallup, the Health of the Planet Survey, 1992.

It can be stated that in the market economies currently three organized institutional levels are processing with developing and promoting ecological standards, by movement of ecological initiatives, and concrete decisions of ecological problems. They are: consumers, states and companies. Their approaches are mutually differentiating, and as such act complementary on, primarily, ecological consumerism. It is considered that it has showed first time in organizational shape in Holland, when the consumers insisted amount of aerosol in products to be controlled in their own laboratories.

That was serious sign also to the German companies and consumers to face more seriously the ecological problems. All researches currently show that ecological consumerism is mostly present just in Germany. Other level of the acting is the state regulative, which is more and more present and organized. Ecological standards and ecological state regulative becomes very important segment in the framework of so called non-tariff barriers. Third level of acting is connected with the companies. Mainly it is about the successful internationally orientated companies, which base their business on long-term strategic approach and emphasized marketing operation. Companies such as Volkswagen, Mc Donald's and Mobil are, among others, known by their successful ecological initiatives and successful ecological solutions of their products and packages.

In the interesting Gallup's poll, even 81% of german examinees state that they avoid ecological harmful products, in Japan that percentage is almost twice less – 40%, and in USA 57% of the examinees answered positively on this issue (see Table 3 for details). Besides intentional avoiding of ecologically harmful

⁴ Rakita, B., International marketing, Faculty of Economy, Belgrade, year 2005.

products, ecological engagement and consumers` behavioris possible to follow throught their participation in the ecological organizations.

Table 3. Ecological engagement and consumers behavior in the developed countries

Country	Avoid eco-harmful products	Active in eco-organizations	Votes or works for pro-eco candidates
USA	57%	11%	19%
Canada	77%	12%	15%
Japan	40%	4%	14%
Germany	81%	10%	18%
Great Britain	75%	10%	10%
Holland	68%	7%	21%
Denmark	65%	10%	18%

Source: Gallup, the Health of the Planet Survey, 1992.

4. CONCLUSION

Nowadays the contemporary world is on that development level that the ecological problem importance must not be neglected at all. They become necessary respecting parameter while creating contemporary internationally orientated business strategies. Key components of such a strategy will be the following: 1. systematically following, evaluating and control all market activities and all production lines, based on the latest ecological demands and standards, 2. redefining quality and packing strategy, 3. redefining strategy of promotional acting and communicating with markets, ecological groups and organizations, 4. creating new ecological standards and movement of new ecological initiatives depending on the type and company`s features, 5. acceptance of product`s marking ecological forms. Fast trade growth and significant participation of the manufacturers in global scale brings to acknowledgement of quality as key factor of export development. As a result, quality infrastucture importance is increasing, which makes the system of standardization, accreditation and successfulness evaluation in which the ecological aspect is important factor, as basics for acquiring trust on the market and acquiring product and service competetiveness.

While providing logistic services, referring to the environmental protection, it should provide that service quality, minimizing threats and harmful influences on health and surrounding. Manufacturers and trade companies must develop systems of reverse logistics for recovered usage of products and materials - PRM (Product Recovery Management), referring to their usage after use. Concerning this, system of reverse logistic for recycling should be built, as well as the recycling of used products and products recycling on market. Reverse logistics model designers should build models for consumers stimulation in the process of products` recycling and financially inspiring activities.

REFERENCES

- [1] Holz J., Einfhrung in die Warenlehre, Oldenbourg Verlag, Munchen Wien, 1989. Jovanović Gavrilović, B., "Evolucija shvatanja o razvoju - od privrednog rasta do održivog ljudskog razvoja", Ekonomski anali, br.145, Faculty of Economy, Belgrade, year 2000, pages 153-177.
- [2] Juran, J.M., Oblikovanjem do kvaliteta, Grmeč, Belgrade, year 1997.
- [3] Lekić T., Vlahović M., Jančetović- Atanasovska M., Roba i tehnološki razvoj, Savremena administracija, Belgrade, year 1992.
- [4] Ušćumlić, D., Lukić, R., Upravljanje kvalitetom materijalnih proizvoda, Faculty of Economy, Belgrade, year 2006.
- [5] Urošević, S., Komercijalno poznavanje robe, savremena administracija, Belgrade, year 1971.
- [6] "Štetne i opasne materije", Manual for chemistry and technology, Belgrade, year 1984.
- [7] Urošević, S., Tehnologija, Faculty of Economy, Belgrade, year 1979.
- [8] Stock, J.R., Development Implementation of Reverse Logistics Program, Oak Brook, IL: Council of Logistics Management, 1998.
- [9] Pavlović-Bugarski, Lj., Konceptcija razvoja jugoslovenske standardizacije u obalsti zaštite životne sredine, Kvalitet, VIII, br.1-2(1998).
- [10] Noori, H., Radford, R., Production and Operation Management, McGraw-Hill, New York, 1995.
- [11] Milovanović, G., Barac, N., Strategijski menadžment logistike, University in Nis, year 2006.
- [12] Milojević, D., Standardi ISO 14000 za upravljanje zaštitom životne sredine u organizacijama, Kvalitet, VIII, broj 1-2 (1998).
- [13] Filipović, V., i dr., Ekološki aspekt marketing strategije, Strategijski menadžment, broj 3-4, 1997.
- [14] Ayres, R. L., Industrial Ecology, Edward Elgar, Cheltenham, UK, Brookfield, US, 1996.

DECISION MAKING IN CONTEMPORARY ORGANIZATION

Jelenković Miodrag, Ivanković Svetlana, Avdagić Mehmed

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** Modern organization operates in the total inclusion of all its members in all business activities and in decision-making too. Importance of the decisions is based on their appropriateness and validity of the adoption of the wrong decision, which more or less could adversely affect the operations of the organization. Decisions of managers may have an impact on the health, safety and welfare of consumers, employees, and communities. In all organizations, managers are faced with different kinds of problems, and thus a variety of decisions that are necessary for current operations.*

Including of the individual estimates in the formulation of decisions represents a challenge for managers because it requires a comprehensive analysis of all available alternatives. Models are a way in which managers make decisions. Managers want to make good decisions – it means, to choose the "best" alternative, to apply it, and see if it solves the problem.

***Key words:** managers, decision models, organizations*

1. STEPS IN DECISION-MAKING

Management of the organization makes a choice of two or more alternatives when making decisions about the goals of their organization, location of production facilities, new markets, product range, and services. Managers of middle and operative level make decision of short-term nature, such as decisions on weekly or monthly production schedule, on problems that appeared, on increasing of salaries, and tightening discipline among employees. The traditional way of doing business, where the decision-making is the only job management does is less present.

Research made by authors showed that each day brings from 80 to 100 decisions. Given the complexity of the business presents data on the number of decisions have no special significance. Decision-making is too often described as "a choice between alternatives"; such simplification ignores the fact decision-making process is a comprehensive... "Set of eight steps that begins by recognizing the problem and decision criteria and allocation of weights to these criteria, and then continue with developing, analyzing, and selecting the alternative which can solve the problem, applying an alternative, and concludes an assessment of the effectiveness of the decision." [1 p. 134-152]

First step: Identifying of the problem is the starting point and without that starting point, successful resolution of problem is impossible. Poor definition of the problem makes it difficult or make impossible to find a solution, moreover, to solve the problem in the wrong way can create more harm than good. Defining the problem is probably the most important step - if for no other reason, then at least because that is the place of the first lagging of the manager and its team. "We know less about defining the problem, than the errors in the decisions and prejudices. We often simply respond to the problems we find, in fact, they are not real problems that we need to focus on." [2]

As you can see, the effective identification of the problem is neither trivial nor easy. In order to be successful in identifying problems, managers need to understand the three characteristics of the problem: the manager has to look at them, to be ready to react, and to have the necessary resources for action. [3 p. 38]

Second step: identification of decision-making criteria expressed in the identification of criteria in order to reach a decision. Manager actually determines what is relevant in decision-making. Regardless of whether the problem is or not explicitly formulated, each decision maker has criterions, which will direct its decision.

Third step: Distribution of weight for criterions takes into account that identified problems in the second step have not the same priority so the manager who needs to make a decision first must to measure all the elements to determine the priority in decision-making. The importance of the criteria is measured by determining of the greatest weight of the most important criteria and then determines the weights for the other criterions. Weighting is based on a rough estimate of the manager.

Step Four: Developing of alternatives arises after the analysis of the situation, because it imposes real possible options for resolving the problem. You must not rely on the "ideal" solution. For the emergence of the problem itself, a certain price must to be "paid", which is sometimes lower and sometimes higher, but that is always a loss of some important resources: money, time, or health.

Fifth Step: Analyzing of the alternatives means that the decision maker must each of them to critically analyze. Evaluating of each opportunity in each criterion, as every possible solution meet each identified criterion, usually involves predicting the future conditions, appearances, and solutions. The potential consequences must be carefully evaluated and have their own numeric value.

Sixth step: Selection of alternatives is the phase in which managers choose the best of the existing alternatives that were analyzed - considered. This selection of alternatives step should not create a great dilemma in the choice of alternatives if all previous steps are based on valid data and the proper selection criteria in the previous five steps. In this step, you simply need to choose "the best alternative".

Seventh step: Implementation of an alternative aims to provide and monitor the effect of decisions in the real world. Information about the success, shortcomings in implementation is used as input information according to which there may be a revision of the problem and identifying the causes of the lack of success of applied decisions. The problem can be solved if the decision is not implemented.

Step Eight: Assessing the effectiveness of the decision involves assessing the outcome of the decision so it could be able to see if the problem is resolved. The appropriate use and accurate assessment procedures are essential for the implementation of the decisions for solving problems. At the stage when the causes of the problem are studied, the appropriate actions for solving the problems also determine. After the application of decision, the whole process is analyzed in order to ensure that the same problem will never occur again.

2. MANAGER AS DECISION MAKER

The fact is that almost everything that manager does involve making decisions, but that does not mean that decisions are long-term, complex, or unclear. It is assumed that decision-making by managers is rational, i.e., managers consistently make choices that contribute to increasing of the maximum value within certain limitations. [4 p. 222]

Most of decisions that managers face in real terms do not meet these requirements. Quite logically follows the question of how managers actually make decisions in the organization. The answer was that in practice most often the concept of *limited rationality* is used, which actually means that managers function to make rational decisions but have limited ability to process information.

A smaller number of managers making decisions using the *full features of rationality*, most of them resort to using the approach of *limited rationality*, the decisions that are based on alternatives that are satisfactory. Such an approach has an excuse when you take into account the fact that the decision-making is in correlation with the level of organizational culture, internal politics, power distribution, and the phenomenon known as "*escalation of commitment*", which means an increased commitment to the previous decision despite of the evidence that it may be wrong. Commitment of managers to previous decisions is very widespread among managers, and often you can hear from them that "you should not change a winning combination," forgetting the fact that there are always the same circumstances, at least as far as decisions related, to accomplish the success of achieving objectives of the organization. Assumption of inviolability of conditions - variables can only be hypothetical and is usually used in a specific analysis in microeconomics. In contrast to that, the reality is characterized by dynamic and constant changes. [5 p. 445]

In fact, all decisions made by process of rationality are positively correlated and mutually complementary. Manager with experience and high capacity of knowledge often can act quickly when it comes to limited information. In this case, this limited information is sufficient indication to make a decision opposed to inexperienced managers who approach to detailed analysis in order to gain the information on which it will decide whether to make a decision or not. In this way, they waste time and enter into lesser or greater degree of "remorse" but in this way they gain some experience and broaden their knowledge.

There are two models in decision making by managers: *individual way of thinking and tolerance of ambiguity*. Both models are based on the thinking, logical coordination, creativity, and intuition of the manager.

Not all managers are the same; some are more rational and have a logical approach to processing information. They constantly show strict respect of order, want to be sure of their logical compatibility before making a decision.

Other managers express their individuality in the way of thinking, using only its creative ability and intuition. Creative manager does not spend time holding to the established order of processing of information, looking at information on the whole it is faster in making decisions.

Managers, which show the tolerance of ambiguity in decision-making, cannot cope with ambiguous situations; they have need for coordination and order for structuring of information to reduce uncertainties to the minimum. In contrast, some managers are extremely resourceful in ambiguous situations and they are able to process lots of information in a very short time.

With the individuality of managers required in modern management, we cannot bypass subjectivity that is often manifested by bias. In addition, when managers make decisions, they express not only their own approaches to the decision, but "practical rules" or heuristics to simplify decision-making. Practical rules can be useful for decision makers because they help to explain the complex, uncertain, and vague information. [6 p. 1124]

3. DECISION MAKING IN TODAY'S WORLD

Management of organizations in the current business world often makes risky decisions, simply because there is not always enough available full and adequate information, and it is under strong pressure of time limitations. Recent study show that 77% of managers reported that the number of decisions in an average working day has increased and more than 43% stated that the time limit given for any decision is significantly shortened. [7 p. 45]

Managerial practice after extensive research, offers five ways of making decisions that should be applied. When the decision made by managers is related the high level of risk, and one way to facilitate the recognition of good decisions is to encourage people to think broader and to understand problems in a better way. Pressed by deadlines managers tend to make superficial analysis.

Making decisions using "the five ways" suggests to the questions of managers over the problem not just once but five times. [8 p. 26] The initial questions over the problem leads to a superficial explanation of the problem; each additional question force decision makers to take much deeper access to the causes of problems and possible solutions.

It is necessary to be effective in decision-making. Effective decision-making has the following characteristics: [8 p. 31]

- 1) All attention is focused on what is important.
- 2) The course of effective decision-making is logical and consistent.
- 3) Effective decision-making is a product of subjective and objective thinking; it combines analytical with intuitive thinking.
- 4) The required minimum of information and analysis are sufficient to resolve certain dilemmas.
- 5) Effective decision-making encourages gathering of related information and relevant opinions. [9 p. 4]

Studying the organization within the company and the ways in which people do their jobs in today's world of rapid changes, Karl Weick provided certain suggestions. He says, "The best response of the managers to uncertain situation is the professional organization for the purpose of observing an unexpected appearance and rapid adaptation to the changed situation." [10 p. 124-128]

Weick, for the successful organization says that they are organizations with height level of reliability (*highly reliable organizations* (HROs)) and that they have five mutual characteristics.

- 1) They are not satisfied with their success; they are faced towards their failures, and respond to the smallest deviations, as well as everything that does not fit into their expectations,
- 2) They rely to experts who meet customers, products, suppliers, etc, on a daily basis. They know what can and what cannot be done, what will pass and what will not. "Rely on them. Allow them to decide",
- 3) It gives managers a full discretion in finding solutions to unexpected situations,
- 4) Complexity, organizations are oriented towards the deeper way of understanding the situation. They affect its complexity to be effectively adapted.
- 5) In the process of prediction, the organization takes into account their limitations. These organizations trying to anticipate as much as possible, but they recognize that they cannot anticipate everything. As

Weick says, "they do not think, and then act. They think by acting. By the actual commission of the facts, you'll learn what working and what's not." [11]

4. RESUME

The functioning of modern organizations in the total inclusion of all its members in decision-making is representing the abandonment of the traditional concept of the organization as its vertical and horizontal constraints. By insisting on the individuality of managers, modern organization become more creative and as such has greater opportunity to be the initiator of changes maintaining or improving its positioning in the market. Previous experience of successful managers showed that manager need to feel (intuitively or by logical conclusion) when it is time to abandon a decision which obviously does not give the expected results. Many decision makers block or distort negative information because they are not willing to accept that their decision is bad. Lack of good decisions can greatly affect the organization's potential, and to inflict heavy losses.

The question is what is needed so the managers could make effective decisions in today's world of fast living. The answer to this question lies not in the set a rule that would allow the manager to approaches making decisions with greater degree of security, because the decision was solely related to the potential of manager, and technical literature provide advices and suggestions that can be helpful to managers.

Decision-making in today's world of rapid changes is not easy. Successful managers must be highly skilled in decision making, so they could be able to effectively and efficiently plan, organize, manage, and control.

REFERENCES

- [1] Robbins, S.P., Coulte, M., Menadžment, osmo izdanje, Data status, Beograd, 2005. ISBN: 86-7478-016-4
- [2] Bazerman, M.H., Morgan, K.P., Loewenstein, G.F., The impossibility of auditor independence, Sloan Management review. 1997.
- [3] McCall, M.W., Kaplan, R.E., Technology decision making in organizations, Upper Saddle River, NJ Prentice Hall, 1985. S0166497296000867
- [4] Sinon, H.A., Rationality in Psychology and Economics, Journal of Business, 1986.
- [5] Mcnamara, G., Mouun, H., Bromilery, P., Banking on Commitment: Intended and Unintended Consequences of an Organization's Attempt to Attenuate Escalation of Commitment, Academy of Management Journal. 2002.
- [6] Robbins, Decide & Conquer, Upper Saddle River, Financial Times, Prentice Hall, 2004. ISBN: 730211434X
- [7] McDonald, B.C., Hutcheson, D., Dealing with Diversity Is Key to Tapping Talent, Atlanta Business Chronicle, 1998.
- [8] Klayman, J., Larrick, P.R., Heth, C., Organizational Repairs, Across the Board, 2000.
- [9] Hamond, J.S., Lamick, R.L. and Raiffa, H., Smart Choices: A Practical Guide to Making Better Decisions, Boston Business School Press, 1999.
- [10] Hammonds, K.H., 5 Habits of Highly Reliabe Organizations: An Interview with KarlWeick, Fast Company, 2002.
- [11] Weick, K., Westley, F., Organizational learning: Affirming an oxymoron, handbook of organizational studies. Sage Publications, Thousand Oaks, 1996.

USAGE OF INFORMATION SYSTEMS IN JUSTICE

Jerotijević Zoran¹, Stanković Vladan²

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

zoranjerotijevic@gmail.com, vladan.stankovic@fpasp.edu.rs

***Summary:** Information systems and Internet are a very important discovery, which is used in all spheres of social life. Public administration, judiciary and legal affairs in general are increasingly take advantage of information technology systems and the Internet. Recently, our courts are increasingly using information systems and the Internet too, which significantly accelerate the process in court cases, as well as updating. In addition, on the Internet the availability of legal acts and their frequent changes is significantly increased, which facilitates their application and familiarizing with them. The appearance of new criminal offenses in this area leads to changes in criminal legislation.*

Key words: information systems, law, justice

1. INTRODUCTION

The effectiveness of an information system depends on the development of software and hardware, development of the policy of economic entities, including the level of development of the organization and structure of data sources, processing, organization and methods of reporting. Their development has caused the development of computer law. Computer law is a young branch of science made of "set of legal norms and principles governing relations arising by development and implementation of computer law". It is a dynamic branch of law that is taking place according to the creation of legal norms to prevent computer crime and fast and efficient implementation of legislation related to the uninterrupted electronic data transfer.

We are witnessing an information revolution and the computer era.¹ Invention and development of computers, i.e. computers are the one of the most striking results of fascinating development of human thought and research, from genius of philosophers and mathematicians, such as B. Pascal, G. V. Leibniz and others, to the great cybernetics N. Einser and others who have made a great contribution to foundation of information technology.

Simultaneously, with the development of information systems a crime in this area as a form of unauthorized use of information systems for criminal purposes developed too. Namely, computer crime is any illegal unethical behavior that allows the inclusion of the automatic processing of data or their transfer. The development of information technologies and the emergence of some legal problems in connection with this lead to the creation of new legal discipline of Computer law and the need for studying that legal field.

The information system is one of the most important and most revolutionary achievements of technical-technology development of civilization. Thanks to the tremendous power of the system for processing data in memorization and quick processing of many data, automated information systems are becoming numerous and almost indispensable part of the entire social life of all subjects (physical and juristic persons) to new levels. Thus, the use of the computer becomes regular and unavoidable part of all spheres of the social life from production, providing services, performance to national defense and security in the broadest sense.

¹ Osnovi primene kompjuterske tehnike, Forkup 2006. p.30-35

2. APPLICATION OF INFORMATION SYSTEMS IN THE JUSTICE SYSTEM

The application of information systems is a subject of many discussions recently and it is linked to the updating of the courts, improving of working conditions and restoring of our country to the normal flow of life from which we have recently been expelled. Development of information systems in our country started during seventies in former Yugoslavia. The needs of Federal judiciary regarding to this were analyzed, and creating of legal information system was started after that. During the 1986, the project team of federal institutions did the first conception of the Judicial Information System (PRIS). From PRIS was expected to provide and contribute to: improving and developing of legal and judicial systems, to system monitoring and constant insight into the state of the existing normative and real legal system, the proper and unique application of the laws and regulations, to strengthening and consolidation of the constitutionality and legality, strengthening of legal security; to full and faster informativity and accelerating of decision-making process, relieving the judicial authorities of the activities and tasks that are using the system so the processing of data can be quickly, easily and efficiently performed, greater transparency given the openness towards the citizens and other entities; immediate insight and therefore more permeation of legal practice and theory, observation and analysis of phenomena and problems which arise in determining and applying legal standards.² Appearing of certain circumstances in Serbia (the disintegration of Yugoslavia, wars in the region, economic sanctions, the collapse of the financial and economic system), this idea fail. Later, some of the courts in Serbia, as the court in Pozarevac, even since 1994,3 year, have developed software program i.e., software that records evidence, they made necessary network, and they work was largely performed thanks to this newly technology. Based on their experience, courts in Kragujevac and Novi Sad also started with the electronic data processing. Previously, the program was used to record the case in practice which was short-lived it was not applicable, and has since made obsolete because the DOS operating system that no one use anymore. For the last few years, to our courts many computers are assigned, several for each court. Everyone was positive towards the introduction and implementation of information systems because they realize the benefits it provides, and that is the thing provide respect the rights on "natural judge." Some changes were also necessary in the way of working in order to increases the efficiency and promptness but also to introduce changes in the way of work. The courts are now being introduced data processing systems, networks, and connect with other organizations and government bodies whose work is closely related to the work of the courts. The program of the municipal and district needs, the Supreme Court of Serbia, and commercial courts with specific characteristics of individual vessels was made.

Today we started a new way of working with education that began with the introduction of information systems in the courts, and it led to a situation to accelerate the work. Effects of applying data processing systems are very large and as far as the courts is concern, the transparency this technology provide is very important, the cases are archiving with respecting the right to real judge i.e. the cases are distributed randomly to the judges. The real subject of the receipt to pronouncing a verdict, records are updated, and it is easy to come up with data in the cases, it is easy to find the case, clients gain immediate access to the movement of objects. In this way it is significantly improved the efficiency because there is no register, the cards, there is no writing in the record, on the card, tracing or erasing. The existence of a network allows considerable savings in time in terms of movement of the object and finding objects. Judge sees from his office where the case is, not requiring data from a personnel officer because it is all recorded in the computer. It is also possible that the president controls the accuracy of court cases. Also over the network can be seen whether hearing is scheduled for certain case, that the case was announced, that the return receipts have returned and whether they are combined in the case, because all that is possible to record using the appropriate program in the case. Giving verdicts is also facilitated, because the judge over the network can control the decision typed by the clerk, to perform the update and then give the permission to print the verdict. This saves both time and material costs. It also provide faster reporting on the work, and with good records reducing of errors is provided, custody is under control, and in the court office claims are up to date according to them. In addition, information on human resources i.e. personnel file with all the information that the law requires are available.

A computer data in the context of this Law shall be presenting information, knowledge, fact, concept or command that is entered, processed or stored or is entered, processed and remembered in the computer or computer network. Computer network is considered a set of interconnected computers that communicate by exchanging data. Computer program is considered to be regulated set of commands used to manage the work of computer, as well as to solve a specific task using a computer. A computer virus is a computer program,

² <http://www.prlja.info/bgsud.html>

³ Bilteen sudske prakse Vrhovnog suda Srbije, mr Svetislav Milovanović p. 57

another set of orders entered into the computer, or computer network that is designed to reproduce itself and act on other programs or data in a computer or computer network or adding to program a set of orders to one or more computer programs or data.

3. APPLICATION OF INFORMATION SYSTEMS IN CERTAIN COUNTRIES

Developed countries pay great attention to development of information technology and to development of judicial and legal system in general.

In 1983, Austria started the development of judicial information system that was primarily intended for district courts. In the realization of justice information systems were involved the Ministry of Justice of Austria and the Federal Computer Center. In this information, system databases were made: Electronic land registry and database on financial requirements and JUTEKS software package that was designed for better writing in a civil and criminal litigation.⁴ 200 district courts and about 1,300 other participants used this database. In 1988, this database contained over 2.6 million data.

Norwegian Ministry of Justice has developed its information system in 1978. Namely, they developed their information systems based on local area networks in which word processing functions, diary management, and land registry, and much more were presented. After ten years, data of local information systems are compiling into a single information system. Realizing how much modern information technology can provide, at the initiative of the Norwegian Ministry of Justice LAWDATA Foundation in order to create derivative unique database of legislation, regulation authorities and parliament, as well as decisions of the Supreme Court of Norway since 1945, as well as decisions of lower courts since 1980, was established.

In Spain, the computerization of the courts began in 1984, under the project "INFORIUS. Computerization process was aimed to ensure to provide support for processing of data to courts, and to facilitate communication with the same or other entities of the system. In general, effects that have been made have been general improvement of the courts, improving of working conditions, improving of the provision of services to third parties, the automatic production of documents, and support in decision-making, but faster decision-making process too. Within "INFORIUS" project the experts have estimated that 60% of the time spent in the administration of justice is spend to the activities of preparation of documents and retrieval, and introduction of this system significantly reduced this percentage. Its own information system has a Swiss Federal Department of Justice too. This system allows its users to process texts, the ability of showing statistics and graphics, browsing files and programs. Through the Swiss justice system data on foreigners, the full text of Federal court decisions, cases in control courts and the main legal regulations are available.

Computerization of the courts in England begins in '70's and lasts until mid 80's. First, certain courts were computerized and then were developed additional information systems that were tailored to the needs of individual courts or some judicial functions. These systems have enabled word processing, handling court cases, providing legal aid, monitoring and control of payments, making decision on punishment and conducting of central prison registry.

In the same period, the process of computerization of judicial system began in France too. Namely, the computerization of the French judicial system began in 1975, in scope of the project of the Ministry of Justice of France and the National Center for processing of legal data. The process was divided into two phases. The first phase includes the management of the courts in which the registration of cases was included, phase of following of court proceedings, the performance of the hearing, making judgments, fines entering into force, investigations, expert opinions, preparation of court statistics, printing materials, word processing and similar things. The second phase of computerization refers to the storage of legal texts and judicial decisions and it develops since 1984.

The process of computerization of courts in Belgium, started in '70s and involves the simultaneous development of two systems, namely: the process of computerization of prison administration and the formation of JUSTEL database which actually contained the legislation and a database of court cases in the field of commercial law and social rights. During 1986, in the implementation of the project of the Ministry of Justice of Belgium, the legal basis of data related to the work of courts of original jurisdiction was formed and it helped in the formation of a criminal database, it contained help for searching the database, entering of new ones, help in drafting reports, statistics, connecting with other databases of other systems, such as police and JUSTEL database that contained a database of legal texts and legislation.

A computerization of the judicial system in Germany started in 1984, and the Federal Ministry of Justice in cooperation with the University of Bonn, called JUSTIS, implemented it. The system contained data on the parties in the court disputes, traffic accident, information about lawyers, information about judges, as well as

⁴ <http://www.prlja.info/bgsud.html>

objects. In addition to this large system, smaller, local systems were developed such as a court information system in Wiesbaden with 50 terminals and functions of registration of new cases, the calendar of activities and computing terms, assistance in drafting legal documents, court statistics, calculating of the cost of trials, etc. Of local systems we should mention the system developed by IBM and the University of Tübingen which contained information about traffic accidents and it was related only to one article of the criminal laws of Germany, as well as database BGH-DAT, which includes Germany's Federal Court decisions issued in civil disputes.

In Spain, there are three most important information systems: C.E.D (Electronic Information System of Documentation Centre of the Supreme Court of Appeal and it refers to the processing of legal documents, legislation, court decisions, and precedents. The second refers to a database of criminal records, and the third is intended for the general administration prison and it contained information about prisoners and the processing of other data relevant to the prison administration.

4. RESUME

The application of information systems in the judiciary and legal matters today is experiencing a huge expansion. As we stated at the beginning those were advanced moves of certain legal systems and courageous actions of individuals who were aware of the benefits of new information technologies (such as those provided in the Municipal Court in Pozarevac in 1994). Now it is necessary to apply new technologies to the level of state interest in order to cover the whole country.

Application of new information technology first appears in the most developed part of the world. This is natural because in addition to this technology the great intensity of business relations in this part of the world created caused it to spread just in that area. Experiences of developed countries, especially those that established system of information technology in the judicial system, allow us to gather positive experiences and avoid mistakes in constitution of our ones. Based on the above presented, we conclude that the introduction of information systems in the judiciary system can improve overall efficiency, timeliness and quality of justice system. In addition, the development of information systems greatly contributes to the further development of legal and judicial system, strengthening of legal security, to increase transparency of the courts and holders of certain judicial functions, as well as higher permeation of theory and practice.

The fact that expert analysis showed that the percentage of savings time, in performing of certain administrative tasks, could be achieved by the introduction of modern court information systems. Holders of judicial functions should be exempt from tiring routine tasks, so they can develop their creative skills and create opportunities for improving the process of making decision at all levels. Given that fact the legal system consists of three systems of legal theory, positive legislation and judicial practice, the development of court information system should allow the full size free flow of information in these systems and their subsystems, and thus contribute to the development of the legal system as a whole.

We should bear in mind that development of information technology is taking place parallel in all spheres of social life, and just this massive project is pulling negative consequences in terms of misuse by the individuals and organizations. One of most frequent form of abuse is "attack" on computer networks of certain legal systems. Therefore, it is necessary to provide the greatest possible degree of "physical" protection for these systems, and to provide an adequate legal protection in case of existing forms of criminal behavior in the field of computer law, but in cases of new manifestations of criminal behavior in this area too.

REFERENCE

- [1] Komentari Ministarstva pravde 2007, 2008 Beograd
- [2] Bilten sudske prakse suda Srbije 2-3, 1997. god Beograd
- [3] Osnovi primene kompjuterske tehnike, FORKUP 2006
- [4] Bilten sudske prakse Vrhovnog suda Srbije 2, 2000. Beograd
- [5] <http://www.prlja.info/pibg.html>

EMPLOYEE'S HEALTH MANAGEMENT IN ORGANIZATIONS

Jevtić Slađana¹, Jevtić Dorijan²

"Dr Milan Bane Đordjević" Health Center, Velika Plana, Serbia,

¹sladjana.jevtic@gmail.com, ²dorijan.jevtic@gmail.com

***Summary:** The main goal of every human being is to ensure the long life and that it spends it in the best way as it i.e., with the highest level of standards of living. Of course, in addition to these two main goals, one goal is to ensure the renewal of its kind, which is a natural law, which animals have too. The difference between providing the goals of man and animals is that, as the man is a rational being, the man first conceived and then implemented its idea, while the animals work on the principle of integrated genetic code.*

Bearing in mind that a man about one-fifth quarter of its life spent in the organization, we can hypothesize that the quality of the organization is in close correlation with the length of life and health. Companies that have good working conditions, adequate internal communication between management and employees, between employees, between management and unions, as well as with external stakeholders, such as relationships with customers, suppliers, local authorities, etc. generally have good results measured by financial, and other criterions. These companies usually have good interpersonal relationships, healthier employees, fewer disabled workers, injuries in the workplace less stressful situations and less time spent on sick leave. Fundamental role in the creation of quality employment and other conditions has strategic management.

The authors of this study tend to indicate the problem of preserving health through preventive actions and increasing of safe measures in the workplace.

Keywords: health, safety, protection

1. INTRODUCTION

Health is certainly one of the most used terms in the modern world. First the man could want is good health, long and high quality life. That is why each health promotion is, at the micro and national or global level, the question of all questions. The most used attitude is what is beneficial for an individual, it is useful for the company, or country, and what is beneficial for the country; it is useful for the world as a whole. In addition, what is harmful to the highest level is harmful for the lowest and vice versa.

However, one should bear in mind that we need to care about our health of the relationship, but usually we realize that when we lose it. A particular problem is that those who manage others i.e., managers are not trained to provide health care to employees. Therefore, management does not know the man very well, as the only creative potential of each organization, both in anatomical and physiological sense. Above-mentioned leads to inefficient human resource management, because it shows that you can only successfully manage things you known. That is why is necessary to introduce the science of man in management as a science, so to the professional management could be partially informed about psychological, physical, and other characteristics of people at least [1].

Many managers and executives do not accept responsibility for the diseases that arise in organizations, whether they are a result of an autocratic or dictatorial management style that causes stressful situations, or in terms of injuries, or destruction of health workers. It turns out that saving lives and health of subordinates is

the primary task of management and that there is no more important task. This is especially true in the conditions when you do not choose means to get to higher earnings, while performing risky operations without basic measures to protect people or their health etc.

Reliance on experts in hygienic and technical protection and Occupational medicine is insufficient to preserve the health and psychophysical abilities of employees. The profession has the authority to take preventive measures to prevent many adverse impacts on the lives and health of employees, but not enough technical and technological knowledge in the field of process in order to give concrete solutions. This profession is generally retained in advisory roles, although in some companies the technical experts for hygienic protection have broad powers when it comes to the lives and health of employees.

2. FACTORS AND FORCES AFFECTING THE HEALTH OF EMPLOYEES

Does the work affect the health and emotional state of employees? The percentage of disease and mortality varies considerably among people employed in various professions. The average human life for men is about 76 years, while for women it is an average 80 years. The average at the beginning of the twentieth century was much smaller, which means that the technical and technological development positively influenced the longevity of people.

Analyses show that the level of mortality is higher in police officers and managers, than it is the case in some other profession. These professionals have an increased risk because they are exposed to greater stress on the job, they are not taking enough food, or they are taking too much food and drink, poor sleep, little exercise and have no regular habits to control their own health. It is possible that there are a number of factors, with a high level of correlation between them, or they are in the causal-consequent relationships.

In addition to the type of work or profession, the environment significantly affects the status of employees in many ways too. The influence of workplace health management is a direct and immediate. The worker may be injured or killed on the job. In other case, the environment can affect the health of worker over a long period. Workers may be exposed to the harmful effects because of the indoor environment, harmful effects of tobacco, alcohol consumption, etc. All this affects the health and behavior of employees [2].

Physical conditions tend to have direct physical effects on employees. Sometimes the effects are immediate, but often happen these effects are manifested after a longer period. When you need a lot of time to develop the disease or injury, it is often difficult to determine cause of a disease. Some diseases are directly related to the psychological tension and trauma.

Physical conditions often lead to negative effects of the following employees: (1) Infectious Diseases, (2) Noise, (3) physical assault, (4) Repeating actions, (5) Extreme temperatures, (6) Poisonous substances and (7) lack of protective equipment.

The above effects have more or less direct impact on the health of employees.

Infectious diseases. Infectious diseases are emerging among particular employees who come into contact with other people, although most of them ending with relatively minor illnesses such as flu or colds. Serious infectious diseases occur among people employed in health care facilities that treat more seriously ill. It is an infection through Hepatitis B virus attacking liver, and it especially expressed fear of health care workers from AIDS virus. In the U.S., the Center for control and prevention of infection recommends that all health workers apply protective measures, such as wearing protective gloves, etc. The great number of international companies during the selection of personnel for admission performs AIDS and other diseases testing. In many companies, there are clear procedures to deal with patients for whom it is determined that they have infectious diseases, while occupational medicine control of compliance with these principles.

Noise. Noise is created in many jobs, especially where heavy machinery work. Airports, construction sites, factories, and mines are places that can be very noisy and where the employees are exposed to the impact that can negatively affect their health.

The volume is measured by decibels. Decibel scale is logarithmic, meaning that the dependence between the level of decibels and the volume is not linear. Increasing volume of 10 decibels increased the volume to 10 times, and 20 dB increases up to 100 times.

If managers want to be able to understand the volume, we mention a few decibels of familiar sounds:

- Take-off the aircraft 140 dB
- Chainsaw..... 110 dB
- Trucks and machinery 80 dB
- Talk 60 dB
- Chirping of birds 40 dB

Extreme noise, such as explosions, can seriously impair hearing, and sometimes permanent, with a lot of pain even after ear disease. It is especially dangerous if employees are exposed to constant noise strength of over 85 decibels. In the long run, this noise can permanently destroy the hearing. The impact is not particularly painful; so many employees do not take protecting measures. Managers must keep in mind these facts for themselves, but also for health care of their workers, by taking sanctions for violations of technical and technological regime, introduction of equipment that provides greater protection of workers and so on. However, best results are obtained by teaching staff and with indication of the consequences caused by violations of existing regulations.

Physical attacks. When we talk about the attack in the workplace, we usually think of the postal worker. In recent years, in Yugoslavia there were several cases where this profession was under attack, often with fatal outcome. A similar situation is among people who work in the neuropsychiatric hospital, the police, and sales persons in grocery shops in big cities and so on. In the former Yugoslavia were several attacks on directors (managers) by the workers, some of them were with fatal income. This problem is the responsibility of prosecutors and police, so we are not going to discuss any more.

Animals attack staff too. For many businesses, a dog bite can be a big problem. To dog bites are especially exposed workers who read electric meters and water meters, commercial travelers, gardeners who maintain gardens, as well as people who work directly with animals, such as veterinarians, keepers of the ZOOs, workers on farms, etc. A violation of these workers reduce the effective working time, reduces productivity and increases costs, and has a negative impact on their psychological state, because it leads to fear.

Repeating of action. Many jobs require a repetition of physical actions of different parts of the body [3]. Employees in contemporary jobs use computers at work, typists, and operators spend their entire working time in a sitting position, constantly repeating the actions and movements of the body. Workers on the conveyor belt often spend their entire lifetime doing the same repetitive actions and movements, which leads to fatigue caused by repetition. The consequences are often manifested by inflammation of the muscles to permanent damage. Department for work in the U.S. announced that in 1993, over 20 billion dollars was paid for injuries based on fatigue, while the indirect damage was around \$ 100 billion.

Probably the most known of these injuries is the root of hand syndrome, which is a violation of the joints which is the result of the introduction and use of information techniques and technologies. The injury causes pain, numbness, and weakness in the fingers and hands, caused by the constant use of fingers and joints. Cause of this injury is use of keyboard on the computer, the repetition of hand movements, etc.

Managers can significantly reduce these injuries, using multiple strategies. The first strategy refers to the proper selection of tools and equipment that can reduce the tension of the body. Exercises for resting the hand are in use all over the world, especially for people working with computers.

Another strategy is to enable employees to use frequent pauses. In Sweden, there are laws that determine how long the employee can continuously use the keyboard and how long are safe to work using keyboard on a daily basis. In the U.S., the same law is subject of many discussions. The combination of design and equipment and the break may be successful in reducing the likelihood that employees will become ill from exhausting injuries due to fatigue and repetition of some of the same movements in the performance of business operations.

Extreme temperatures. People who work outdoors may be exposed to disadvantages of hot or cold weather, depending on the climate or areas where they live. There are cases where the employee died of extreme working conditions. Disease and death of people occur if their temperature deviates from 37 degrees Celsius. Temperature above 45 degrees C or below 2.5 degrees quickly leads to death, often from heart failure.

In cold conditions, employees need enough warm clothing to maintain body temperature. In extreme temperatures (cold storage) frequent breaks must be made, people must change and it is necessary to provide good protective equipment. In tropical conditions to employees should be given more fluids to prevent dehydration, as sweating is the main way to release body from excess temperature.

Toxic substances. Employees may be exposed to toxic influences. This problem requires more and more attention. Their impact on health is often manifested after a longer period of time. Employed in chemical factories, workers in mines, in radiological institutes, farmers are typical examples of occurrences of toxic substances, which jeopardizing their health.

Many countries have regulations that protect employees from toxic substances, in order to protect their health. In spite of all that, several thousand workers a year become ill or hurt on the job because of exposure to toxic substances.

Insufficient availability of necessary equipment. In every organization, there are risks to the lives and health of the individuals, because of marginalization in the implementation of hygienic measures and technical equipment, or insufficient culture in the implementation of prescribed protection measures.

Because of this, individuals may experience different types of injuries, often with fatal outcomes, or permanent disability. Several years ago, a case in Mexico was reported where the court ordered that McDonald pay compensation in the amount of 2.9 million to one eighty years old man due to burns sustained by him when he spilled a cup of coffee in his lap and suffered severe burns. In the appeal, the court accepted the appeal of McDonalds and reduced the claim on million dollars, which the company paid to the injured party.

In terms of crisis, the number of violations of individuals in the workplace increases, as a rule. The reasons should be sought in the lack of concentration in the workplace and burdening of individuals with their own, and survival of their families. On the other hand, companies often save on procurement of necessary equipment such as helmets, protective gloves, gowns, eyeglasses, protective covers, bras, and means to neutralize the radiation in hospitals or departments in which employees are exposed to radiation, etc. Experience shows that the savings on these items is counterproductive and cause great harm, because the security of the life and health of each individual is the primary task of top management.

3. MANAGING MANAGER'S HEALTH

Although the health of all employees is essential for the organization, still, the health of managers, especially of the top-level has a particular specific gravity. It is shown that in the selection i.e., election of people to deal with managerial jobs special techniques and rigorous medical control are used, because the errors in the selection of appropriate people could be very expensive and difficult to correct in the following stages of choosing personnel process. Therefore, the selection and election of candidates for practicing manager profession, seeks health and good psychophysical stability. This element is important in relation to other professions, as mentally unstable person, no matter what skills they have can destroy people and organization. These requirements are natural, if we know that the management focuses primarily on people, working with people, and thanks to their encouragement or demotivation, the company would be successful or unsuccessful.

On the other hand, it shows that the health condition of the first people the company keeps confidential. Therefore, if the strategic manager is ill or sick, and if this news reaches the public, a company can experience huge losses, because stock prices can fall and so stakeholders can sell it, which may adversely affect the financial effect, but also change the ownership structure of the company. Hence the practice of keeping health state of top managers confidential.

In order to manage health management effectively, it is necessary to understand the factors that make their improvement, and the influential forces that lead to worsening of health condition. In this context, in every society there are two parallel actions, namely: (1) to take the necessary measures to maintain and improve health of managers and (2) to determine the causes of manager's disease. Both ways are commonly used in practice, i.e., combination of the previous two, where is always the most important thing remove the causes leading to health endangering.

The first group of factors that affect the maintenance and improvement of public health is present in moderate work, healthy eating, maintaining physical or mental condition, etc. These are also the most common causes of disease management. For example, working time of management is usually longer than the legally determined working time.

A large number of managers realizing working time of 60 or more hours in the company, while part of the business is done during spare time or at home. "Of all the surveyed managers, 88% of them work more than normal working hours". The fact is that managers do not have the classic working hours or working day as other professions has [4], because of that, they usually belong to a group of "workaholic." It is clear that the intensity of this work was not sustainable and that it has direct effect on the health of people involved in management activities. Irregular, poor quality diet, or excessive diet, may also be a cause of malnutrition, or overweight that leads to obesity as the big problem in modern terms, and then to cardiovascular and other diseases.

To this group belongs the maintenance of psychophysical fitness through sports and other recreational activities. Many successful global companies have monthly plans to provide sports and recreational corporate meetings, while other companies perform lease of ground and sports facilities for recreation of staff, etc. It is shown that life in nature, moving through nature, spending time in fresh air, engaging in physical activities, especially people who are exposed to the intellectual efforts, is the condition for good health and long life.

The second group of factors is related to the prevention or elimination of the causes that lead to disease management, related to stress management, as the typical professional disease that is characteristic for the top management. Permanent life with changes, high levels of turbulences and uncertainty of managerial

profession has led to the fact that above-mentioned has permanent effect on the life and health of people involved in management, as permanent profession.

The success of the prevention or treatment of managerial stress is driven by the knowledge of managerial profession by medical professionals, as well as the causes for which the stress in this profession occur.

Regardless of the different causes, special attention will be paid to several causes.

Speed and complexity of management in modern conditions. Modern management in turbulent business environment is subjected to permanent requirements for the adoption of high-speed and quality decisions, which was not present in the past. It is shown that rapid decisions in the past generally characterized low quality, and quality decision were often lagging behind, which produced a number of adverse effects. Therefore, fast and good decisions are necessary today, and given the increased competitiveness and complex business, something like that will be reflected on the health status of people who constantly make decisions. Bearing in mind all this, managers are like surgeons and pilots. They have a great responsibility for the survival of people i.e., companies, because often the wrong diagnosis or a good diagnosis, but the bad drugs and therapy may lead to the death of the man or the company. Above-mentioned inevitably increases the tension of the organism, leading to deterioration of health conditions, i.e., stress.

Increased demands of stakeholders. The cause managerial stress is the result of changed circumstances in corporate organizations, i.e., in an environment that is commercialized and more imbued with interest, as the basis of the functioning of any organization. Practice shows that managerial profession has never been in worse situation than it is today. Although management has become the elite of the elite, in relation to the past it is in middle between the owners (shareholders) on the one side and employees on the other side. Owners, as a rule are never satisfied, and their appetites are growing from year to year.

They are seeking not only a satisfactory profit, but also growth and development of company. That is often impossible in terms of increased competitiveness; and people often do not choose means to reach the goal.

On the other hand, appetites are growing for the other interest groups, such as customers, suppliers, local government, and so on. "All of them, more or less, are trying to achieve, and maximize its interests in organization". Therefore, customers demand the realization of their desires, interests, and needs and the achievement of additional and unexpected satisfaction. Suppliers tend to sell at favorable prices and to collect the fee as soon as possible. Local government demands socially responsible behavior and inclusion of management and application of solving problems of environment. These requirements are natural, since each organization has interest and the interest is the healthiest cohesive tissue that connects individuals and organizations in achieving common goals. Certainly, modern management is understood that achieving of determined target is in a high level of correlation with the sphere of interest. According to that, if at least one member in the chain is not motivated or fails, the product will be defective, which corresponds to the old folk wisdom "A chain is so strong, how much can handle the weakest link in it."

The inability of managers. The cause of stress can be the personality of manager, especially if there is a disproportion between desire and possibility. It is shown that careerism and unrealistic ambitions of management on one side, management, and capabilities that organization has on the other hand, can cause tension and stress.

Therefore, this eliminates most causes of stress by establishing real relationships in the organization.

On the other hand, management itself can cause stress, if the management style and work do not accommodate people. For example, managers who cultivate autocratic management style, as a rule produce tension establishing communication in one direction and operating on the principle of order-execution. It is clear that this type of management is not acceptable in today's business, particularly in the intellectual i.e., organization that continuously learns. Eliminating this kind of work is possible by professionalization of the managerial profession and establishing of an appropriate management style.

4. RESUME

From the above-mentioned we can conclude that managing lives and health of employees is the primary managerial task and that it is necessary to remove the causes of the deterioration of health of employees, to make work, business, and socio cultural environment favorable for the performance of the work task, and for the preservation of health. Management of manager's health is the responsibility of the managers themselves. However, it is obvious that of the manner of functioning of management depends the stability, i.e., availability of preserving the stability and health of employees. Incapable and ambitious managers create tensions, which produce poor interpersonal relationships, and thus the tension and stress in the organization.

REFERENCES

- [1] Tomić, R. i d: Menadžment u modernom biznisu, Privredna akademija, Novi Sad, 2008.
- [2] Radosavljević, Ž.: Medicina menadžmenta, BBO-Preduzeće za zaštitu autorskih prava i патената, Beograd, 2005. str. 56.
- [3] Vučenović, V.: Menadžment-tehnologija i filozofija, Želnid, Beograd, 2010.
- [4] Sikavice, P. i Bahtijarević, F.: Menadžment – Teorija menadžmenta i veliko impirijsko istraživanje u Hrvatskoj, Masmedia, Zagreb, 2004. str. 400 do 430

THE IMPORTANCE OF TECHNOLOGICAL DEVELOPMENTS FOR SERVICE MARKETING

Jovanović Saša

Visoka škola modernog biznisa, Belgrade, Serbia, sasajovanovic7@yahoo.co.uk

***Summary:** Contemporen service organisations are depending on the ability of their marketers to recognize the importance of factors in the environment, and, to adapt the organisation's products, resources, methods of work and competence to the newly market demands. One of the fastest changing environment is consisted of technological factors, which have tremendous effect on service marketing. The article explains the importance of technological environment for marketing activities in service sector, and demonstrates the practical examples of such influence. In order to show technological implications on service marketing, there have been classified the main marketing activities, which are mostly depended on technological developments.*

Key words: service marketing, technological development, technological environment

1. INTRODUCTION

Technology has a huge effect on life-styles, consumption patterns, and the economy. It can expand and shape consumer demands, which define customer satisfaction and loyalty. It make doing business faster, smarter, and more personalized. From this reason technological progress has been widely recognized as one of the main engines of economic growth. This effect of the technology has been shown in works of Josef Schumpeter, who noticed a direct link between income inequality and technical progress. The transmission effect from income inequality to technical change is claimed to occur through the effect of income inequality on the degree of competition in product markets and from the latter to technical change.

Technical skills and equipment affect the way companies convert an economy's resources into output. Technology affects marketing in two basic ways: with new products and with new processes (ways of doing things). In this way, the fast changing technological environment has contributed to introduction of new business options for organisations, especially in service sector, which dominates the economies of developed and developing countries. The main option, which technological development offers to service marketing is to make it smarter and faster, which means that marketing will meet customers' needs quicker and more accurately. [1]

2. THE TECHNOLOGICAL ENVIRONMENT OF SERVICE MARKETING

Marketing environment consists of the factors (internal or external) that affect an organisation's marketing activities. In literature the marketing environment is classified in 3 areas: internal environment, microenvironment, macroenvironment. Internal environment includes internal factors and resources in an organisation such as personnel, management, financial sector, R&D etc. Microenvironment consists of customers, competition and suppliers. On the macroenvironment an organisation holds only little control. It consists of a variety of external factors such as political, ecological, social, economic, technological, legal.

The technological environment is one of the fastest changing factors in the macroenvironment of organisations. Advances in technology can start new industries, alter or destroy existing industries. For example online music distributors provide digital delivery and eliminate retailers and manufacturers.

The modern theory of the process of technological change is based on the ideas of Josef Schumpeter (1942), who distinguished 3 steps in the process by which a new, superior technology influences the marketplace:[2]

- Invention constitutes the first development of a scientifically or technically new product or process.
- Innovation, which is accomplished only when the new product or process is made available on the market.
- Labelled diffusion, a process which is accomplished when a successful innovation gradually comes to be widely available for use in relevant applications through adoption by firms or individuals.

Changes in technological environment of the service organisation unavoidable influences its marketing. Regarding to this, the evolution of media (table 1) through the history had a strong implications on marketing activities. For example when television was invented, marketing managers recognized the advantage of such medium for commercials and sponsorship. The television changed marketing because it suddenly made it possible for a sponsor to broadcast a vivid message to millions of people at the same time. The invention of the Internet has opened the new opportunities for service organisations in many areas such as: promotion, better efficiency, distribution, supply etc. Development of mobile phones offers to service organisation new ways of advertising, delivering, and connecting with customers. Consumers use their mobile phones to pay parking and buy tickets.

Table 1: The evolution of Media[3]

Media	Evolution	Drivers
Retail	Kiosks and Home Shopping	Immediate Service
Print Magazines	Electronic and Online Magazines	More Interaction
Print Newspapers	Online News and Advertising	Customer - Driven
Direct Mail	E-mail	Individualized
Print Catalogs	Electronic Catalogs	Improved Access
TV	Home PCs	Convenience
Cable	Interactive TV	Greater Choice
Radio	PDA's	
Telephone	Telephone	

In order to secure existence and competitiveness for their organisations marketers must be able to track technological changes and ask themselves how these changes will impact the marketing activities. Technological factors provide capabilities that can enable the companies efforts to achieve marketing objectives, which focus on 7 key business areas:

- Product and service marketing
- Promotion
- Marketing research and analyzes
- Distribution
- Customer service and support
- Corporate communications
- Customer relationship management (CRM).

3. THE EFFECTS OF TECHNOLOGICAL DEVELOPMENT ON SERVICE MARKETING

To the service marketer, technological development must be monitored for their effects in 4 related areas:

- 1) Technological development allows new services, which could be offered to consumers. Mobile ticketing is a new form of electronic commerce, which allows customers to buy, book and check tickets no matter the time or the place. By mobile ticketing, mobile phones become an access ticket. Potential applications include: events (concert, theatre, cinemas), transport etc.

- 2) New technology can allow existing services to be produced more cheaply, thereby lowering their price and widening their markets. In this way, more efficient aircraft have allowed new markets for air travel to develop. Software companies like Adobe and Microsoft let customers buy and immediately download programs to their PCs.
- 3) Technological development offers new methods of distributing services. With regards to the main characteristics of services, such as intangibility, inseparability, variability, perish ability, their channels of distributions are much shorter in compare to the physical goods. From this reason, the distribution of services is often based on electronic channels. Bank ATM machines allow many banking services to be made available at times and, places that were previously not economically possible, while modern technology - based control systems allow home - shopping services to be more widely used. Internet allows the customers to make electronic purchase, delivers them electronic books, videos, music, newspapers, photos, electronic tickets for concerts, exhibitions, air travel etc..
- 4) New technology brings new opportunities for service providers to communicate with their target customers.[4] Advances in electronic communications make it possible for service companies to communicate face-to face with customers in different parts of the world and to transmit complex design drawings by fax or over the Internet.

Many service organisations have used information technology to develop databases to target potential customers and to maintain a dialogue with established customers. This effect of technology helps to bridge the gap between organisation and customer, and to empower customers' loyalty, which has strong implications on profitability.

4. THE OPPORTUNITIES OF TECHNOLOGICAL DEVELOPMENTS FOR SERVICE MARKETING

Service organisations need to be aware of new technologies in order to turn innovations and inventions into opportunities, which will help them to accomplish competitive advantage.

In the process of adapting to technological changes, the marketers have the opportunity to reach a different profiles of customers through on-line and mobile instruments. For example, mobile ticketing provides a quick, easy way for event promoters to connect with their mobile audience in a secure and convenient environment. Consumers order tickets using their mobile phones and the charge appears on their credit card, debit card, or mobile phone bill. The convenience of mobile ticketing is strongly recognized in the air service sector, allowing its companies to improve their competitiveness. The passengers are supposed to enter their destination and preferred date of travel, check prices, select the flight they want, and book - and pay via a mobile phone. Passengers then receive a digital boarding pass in the form of a barcode or using Near Field Communication (NFC) technology, which is scanned and recognized automatically at the gate, so passengers can board the plane sooner.

The evolution of the Internet as a media offered the services companies many possibilities to improve their customer relationship management. Web provide virtually infinite space, in which companies can post as much information as needed to fully explain a product and service.[5] Explicitly telling customers what products are about, how they are positioned, what they do, and more can help them to make the right purchase decision, which will lead to higher levels of satisfaction. A well informed customer makes better decisions. Better decisions lead to more satisfied customer, which in turn encourages repeat purchases.

Internet allows service organizations to make business without time and space limitations. Web page is constantly open for customers, which don't have to leave their homes if they want to do shopping. In this way the location, which used to be important factor of marketing channels, becomes irrelevant.[6] With increased interconnections in financial markets, media, knowledge sharing and archiving, billions of people around the world today are logging on, surfing the web, browsing, and posting information that is accessible irrespective of geographic location or time.

The technology also offers to service companies the possibility to use specialized software applications that have the role to merge sinergically the marketing activity, the sales and the technical assistance, in order to determine new customers and to generate their loyalty. Another possible business option that can be used in service companies is to manage a research on a far away market in order to check people's interest in new products, which is a very quick and cost effective way to get the right feedback from customers.

To manage the technological environment, Porter (1985) emphasized that many organisations also engage in aggressive, development of technology. Some service companies have developed their own information technology in order to improve reservation system, data bases of customers, system of supply etc. For example American Airlines in the 1950's began the development of its computerized reservation system, SABRE.

The technological resources in an enterprise must be coordinated with the other resources such as financial resources, information, knowledge or human resources. In order to improve service quality by implementation of new technologies it is also necessary to develop organisational culture, abilities and skills which will be coordinated with such technological resources.

An example of technology relative to service development is shown in case of Televerket enterprise, which is presented in the text below.

Case study: Technology as a barrier [7]

Like all suppliers of telephone equipment, Televerket has been caught up in the race for technological advancement and excellence, but personal customers had not been impressed. Now Televerket has seen that technology has to be tamed to meet the real needs of the consumer, and that not all consumer are alike.

As Morgan Svensson, deputy director of Televerket, relates, the original problem lay in their very skill: "Technologically, Televerket were excellent and our contact with the many Swedish multinational companies accentuated this. It meant that we had access to the best international practice. As a result we became very sophisticated but our industrial customers were better considered than our personal. At first, our traditional culture of proud engineers and technicians failed to learn from this market."

Bertil Thorgren, corporate planning director, takes up the story: Our personal customers have been confused and alienated by our technical excellence. They are worried by having masses of features on a phone, for example, which they don't understand and never use. We saw it as competitive advantage; they saw it as confusing, and as a barrier to use.

5. CONCLUSION

Dynamic technological environment opens new opportunities, but it also poses challenges for marketers in service companies. Technological change creates new products, services, and, in some cases, entire new industries. In this way technological factors are changing markets and customer needs, forcing the service companies to adopt them in order to secure their market position and competitiveness.

The influence of technology is tremendous and whether it is seen in negative or positive way, it is certain that affects the organisation's activities, culture and image. By proper using the modern technology, the activity of each department of a service company can be continuously improved and the company's behavior can be permanently adapted to market changes.

REFERENCES

- [1] Rust, R., Zahorik, A., Keingham, T., Service marketing. New York: Harper Collins, 1996. pp. 487. ISBN 0-673-99145-8.
- [2] Jaffe, A.B., Newell, R.G., Stavins, R.N., Technological Change and the Environment, Resources for the Future, Washington D.C. November 2001. Discussion Paper 00-47REV, pp. 4
- [3] Komenar, M., Electronic marketing, John Wiley and Sons, 1997. pp.83. ISBN 0-471-15553-5.
- [4] Palmer, A.: Principles of services marketing, McGraw-Hill, Berkshire, 1994. pp.39. ISBN0-07-707746-6.
- [5] Komenar, M., Electronic marketing, John Wiley and Sons, 1997. pp.354. ISBN 0-471-15553-5
- [6] Lovreta, S., Končar, J., Petković, G., Kanali marketinga, Beograd: Ekonomski fakultet, 2006. pp.120. ISBN86-403-0760-1.
- [7] Irons, K., Managing services companies, Cambridge: Addison Wesley, 1993. pp.8. ISBN 0-201-62426-5.

TEAMS AS A NEW ORGANIZATIONS STRUCTURES

Kolarić Borislav¹, Radojčić Slobodan²

¹Telekom Srbija A.D., Belgrade, Serbia, borislav@telekom.rs

² Municipality of Irig, Irig, Serbia, borcisoirig@neobee.net

***Summary:** Nowadays, the global market has turbulent and hiperchangeable character. In that environment organizations tend to make more flexibility structure which can answer to many market requires. Many organizations choose team structure as the optimal solution for making the best business goals.*

***Key word:** team, team-work, effectiveness team, building team.*

1. INTRODUCTION

Teamwork is essential for competing in today's global arena, where individual perfection is not as desirable as a high level of collective performance. In [knowledge based enterprises](#), teams are the norm rather than the exception.

Work team effectiveness is a critical link in organizations. The effectiveness of any organizational unit depends highly on the quality of collaboration within and between work teams. Work teams have an ongoing need to work effectively together in planning, problem solving, decision making, integrating resources, sharing information, and dealing with problem situations that arise. Team building is a process for helping a work team conduct a self-examination to identify and resolve conditions that keep the team from functioning effectively.

2. THE CHARACTERISTICS OF TEAMS

A **work team** is an interdependent collection of individuals who share responsibility for specific outcomes for their organizations [1]. Not everyone who works together or in proximity belongs to a team. A team is a group of people who are interdependent with respect to information, resources, and skills and who seek to combine their efforts to achieve a common goal.

Teams have five key defining characteristics [2]:

- Teams exist to achieve a shared goal - teams produce outcomes for which members have collective responsibility.
- Team members are interdependent regarding some common goal - interdependence is the hallmark of teamwork. Interdependence means that team members cannot achieve their goals single-handedly, but instead, must rely on each other to meet shared objectives. There are several kinds of interdependencies, as team members must rely on others for information, expertise, resources, and so on.
- Teams are bounded and stable over time - boundedness means the team has an identifiable membership, members, as well as nonmembers, know who is on the team. Stability refers to the tenure of membership. Most teams work together for a meaningful length of time — long enough to accomplish their goal.
- Team members have the authority to manage their own work and internal processes. There is a focus on teams in which individual members can, to some extent, determine how their work gets done. Thus,

although a prison chain gang may be a team in some sense, the prisoners have little authority in terms of managing their own work.

- Teams operate in social system context - teams are not islands unto themselves. They do their work in a larger organization, often alongside other teams.

3. WHY SHOULD ORGANIZATIONS HAVE TEAMS

Managers discovered the large body of research indicating that teams can be more effective than the traditional corporate hierarchical structure for making decisions quickly and efficiently. Even simple changes such as encouraging input and feedback from workers on the line can make a dramatic improvement. For instance, quality control (QC) circles and employee involvement groups are often vehicles for employee participation [3]. It is a mark of these programs success that this kind of thinking is considered conventional wisdom nowadays. But, although these QC teams were worthy efforts at fostering the use of teams in organizations, the teams needed for the restructuring and reengineering processes of the future may be quite different. This point is brought home even more clearly in light of research findings that 50–70 percent of all teams and team-based initiatives fail to produce the desired results [4].

Four challenges suggest that building and maintaining effective teams is of paramount importance:

Customer Service Focus - businesses and companies all over the world have moved from a transactional, economic view of customers and clients to a relational view of customers. Transactional models of teamwork are characterized by discrete exchanges, are short-term in nature, and contain little interaction between the customer and the vendor. In contrast, relational models of teamwork occur over time, are more intense, and are built upon a relationship between the people involved. There is good reason to care about the customer from a relational point of view given that 85 percent of customers who stop buying from a company do so because they believe the company does not care about them or their business [5]. Moreover, acquiring new customers costs five to 10 times more than keeping existing customers happy. To the extent that teams are positioned to care about the customer from a relational perspective, this can add tremendous value for the organization.

Competition - a few large companies often emerge as the dominant players in the biggest markets. These industry leaders often enjoy vast economies of scale and earn tremendous profits. [6]. Think, for example, of Microsoft's Windows operating system and Office Products market share dominance. The division that develops the Office Products software - which includes Word, Excel, Power Point, Outlook, and Access - employs thousands of people. Those products share a lot of code, and so teamwork is critical to coordinate the activities of the various component groups that make up the Office Products Division [7]. With so much at stake, companies aggressively compete in a winner-take-all battle for market share. Thus, bringing out the best in teams within the company has become even more important. This means that people can be expected to specialize more and more in their areas of expertise, and these areas of expertise will get ever more narrow and interdependent. Both companies and people have to increasingly rely on others to get access to their expertise. This is the core structure of a team-based approach to work.

Information Age - in the knowledge era, employees are knowledge workers and teams are knowledge integrators. Information technology is the catalyst for the knowledge economy. The role of managers has shifted accordingly; they are no longer primarily responsible for gathering information from employees working below them in the organizational hierarchy and then making command decisions based on this information. Their new role is to identify the key resources that will best implement the team's objectives and then to facilitate the coordination of those resources for the company's purposes. The jobs of the team members have also changed significantly. This can be viewed as a threat or a challenge. Millions of jobs have been altered dramatically or have disappeared since the advent of computers. For example, in 2005, 22.2 million Americans worked from home or another out-of-office location at least one day per week [8]. Decisions may now be made far from their traditional location, sometimes they are even made by contractors, who are not employees of the company. This dramatic change in structure requires an equally dramatic reappraisal of how companies structure the work environment.

Globalization - an increasingly global and fast-paced economy requires people with specialized expertise, yet the specialists within a company need to work together. As acquisitions, restructurings, outsourcing, and other structural changes take place, the need for coordination becomes all the more salient. Changes in corporate structure and increases in specialization imply that there will be new boundaries among the members of an organization. Boundaries both separate and link teams within an organization, although the boundaries are not always obvious [2]. These new relationships require team members to learn how to work with others to achieve their goals. Team members must integrate through coordination and synchronization with suppliers, managers, peers, and customers. Teams of people are required to work with one another and

rarely (and, in some cases, never) interact in a face-to-face fashion. With the ever improving ability to communicate with others anywhere on the planet, people and resources that were once remote can now be reached quickly, easily, and inexpensively. This has facilitated the development of the virtual team - groups linked by technology so effectively that it is as if they were in the same building. Technology also gives managers options they never had before, in terms of which resources they choose to employ on any particular project.

4. SOME COMMON MYTHS ABOUT TEAMS AND TEAMWORK

This is not an exhaustive list, but its focused on the factors which have the most value for leaders when it comes to understanding how teams perform, change, and grow:

Most common type of team - the most common teams are cross-functional project groups, followed by service, operations, and marketing teams. They represent the greatest potential, in terms of integrating talent, skills, and ideas, but because of their diversity of training and responsibility, they provide fertile ground for conflict [9].

Teams are not always the answer - when companies are in trouble, they often restructure into teams. However, organizing people into teams does not solve problems; if not done thoughtfully, this may even cause more problems. Teams can outperform the best member of the group, but there are no guarantees. Admitting the inefficiency of teams is hard, especially when most of us would like to believe the Gestalt principle that the whole is greater than the sum of its parts! Teams can suffer from many drawbacks, such as too much emphasis on harmony or individualism, which causes a feeling of powerlessness and creates discord [10]. In the best circumstances, teams provide insight, creativity, and cross-fertilization of knowledge in a way that a person working independently cannot. In the wrong circumstances, teamwork can lead to confusion, delay, and poor decision making.

Managers fail to recognize their team-building responsibilities - many new managers conceive of their role as building the most effective relationships they can with each individual subordinate; they erroneously equate managing their team with managing the individual people on the team [11]. These managers rarely rely on group-based forums for problem solving and diagnosis. Instead, they spend their time in one-on-one meetings. Teamwork is expected to be a natural consequence. As a result, many decisions are based upon limited information, and decision outcomes can backfire in unexpected and negative ways.

Conflict among team members is not always a bad thing - many leaders naively boast that their teams are successful because they never have conflict. However, it is a fallacy to believe that conflict is detrimental to effective teamwork. In fact, conflict may be necessary for effective decision making in teams. Conflict among team members can foment accuracy, insight, understanding, trust, and innovation.

Strong leadership is not always necessary for strong teams - a common myth is that to function effectively, teams need a strong, powerful, and charismatic leader. In general, leaders who control all the details, manage all the key relationships in the team, have all the good ideas, and use the team to execute their "vision" are usually overworked and underproductive. Teams with strong leaders sometimes succumb to flawed and disastrous decision making. A leader has two main functions: a design function, meaning that the leader structures the team environment (working conditions, access to information, incentives, training, and education), and a coaching function, meaning that the leader has direct interaction with the team [12].

5. TYPES OF TEAMS IN ORGANIZATIONS

Teams differ greatly in their degree of autonomy and control vis-à-vis the organization. Specifically, how is authority distributed in the organization? Who has responsibility for the routine monitoring and management of group performance processes? Who has responsibility for creating and fine-tuning the design of the group? We distinguish four types of teams in organizations in terms of their authority [13]:

Manager-led teams - the most traditional type of team is the manager-led team. In the manager-led team, the manager acts as the team leader and is responsible for defining the goals, methods, and functioning of the team. The team itself is responsible only for the actual execution of their assigned work. Management is responsible for monitoring and managing performance processes, overseeing design, selecting members, and interfacing with the organization.

Self-managing teams or self-regulating teams, a manager or leader determines the overall purpose or goal of the team, but the team is at liberty to manage the methods by which to achieve that goal. Self-managed teams are increasingly common in organizations. Examples include executive search committees and managerial task forces. Self-managing teams improve productivity, quality, savings, and employee morale, as well as

contribute to reductions in absenteeism and turnover [14]. These benefits have been observed in both manufacturing and service settings.

Self-directing teams or self-designing teams determine their own objectives and the methods by which to achieve them. Management has responsibility only for the team's organizational context. Self-directed teams offer the most potential for innovation, enhance goal commitment and motivation, and provide opportunity for organizational learning and change. However, self-directed or self-designing teams are extremely time-consuming, have the greatest potential for conflict, and can be very costly to build. Furthermore, it can be extremely difficult to monitor their progress. However, self-directed teams are often capable of great accomplishments [15]. Self-designing teams may be ideally suited for complex, ill-defined, or ambiguous problems and next-generation planning.

Self-governing teams are usually responsible for executing a task, managing their own performance processes, designing the group, and designing the organizational context. They are the extreme in terms of control and responsibility. In many companies, the president or chief operating officer has been replaced with an executive, self-governing team [16]. Self-governing and self-directed teams provide the greatest potential in terms of commitment and participation, but they are also at the greatest risk of misdirection.

5.1. Team autonomy versus manager control

An organization that chooses a manager-led group is betting that a manager can run things more effectively than a team can. If it is believed that the team can do the job better, a self-governing or self-directed team may be appropriate. One implication of this is that the manager's traditional role as a collector of information is less and less important. If shared control over the performance situation and processes is preferred, a self-managing group is chosen.

According to the Thompsons survey [17], most of the managers were in self-managing teams, followed by manager-led teams, with self-directing teams distinctly less common (figure 1.). There is an inevitable tension between the degree of manager control in a team and the ability of team members to guide and manage their own actions. Manager-led teams provide more control, but less innovation than stems from autonomy. There is not suggestion that all teams should be self-directing. Rather, it is important to understand the trade-offs and what is required for each type of team to function effectively.

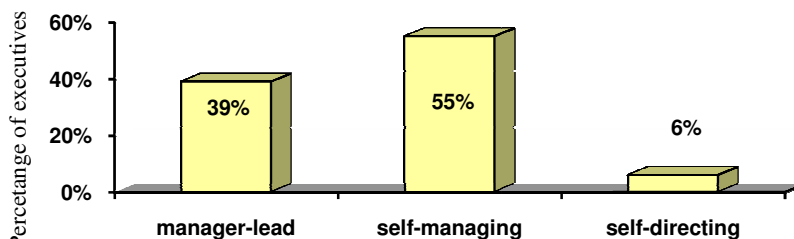


Figure 1: Team autonomy versus manager control [17]

6. BUILDING SKILLS IN TEAM

This chapter focuses on three skills: accurate diagnosis of team problems, theory-based intervention, and expert learning.

6.1. Accurate diagnosis of team problems

One of the biggest shortcomings of managerial effectiveness is an inability to accurately diagnose situations; for instance, is a team performing well or poorly? It is very rare to identify a simple, obvious measure of team functioning because effectiveness is hard to define. Many people make the mistake of looking for causes after they find effects. In the scientific literature, this is known as sampling on the dependent variable.

How do you avoid the trap of sampling on the dependent variable? From a methodological point of view, you can do one of two things:

- identify a pre-existing baseline or control group— that is, a comparison group (in this case, unsuccessful teams) - and look for differences between the two;

- do an experiment in which you provide different information, education, communication, and so on to one group (randomly assigned) but not the other. Then look for differences.

Unfortunately, most executives do not have the time or resources to do either of these things. However, nothing can substitute for a thoughtful understanding of the environment in which the team operates, the incentives facing team members, and so on.

Another problem is called hindsight bias, or the “I knew it all along” fallacy [18]. This is the tendency to believe that something seems obvious, even inevitable, after you learn about it when you have not predicted (or cannot predict) what will happen. This can result in an unfortunate form of overconfidence: Managers think they know everything, when in fact they don’t. We often see managers engage in post hoc justification rather than careful reasoning. The best way to avoid this trap is to read actively to learn about other possibilities, critically examine your assumptions, and be open to a change of mind once you have the facts. As a general principle, do not rely on your intuition; rather, test your assumptions.

6.2. Theory-based intervention

“There is nothing as practical as a good theory”[19]. Once a problem or area of improvement has been identified, a manager still needs to deal effectively with it. This involves identifying reasons and remedies, such as finding ways to change the motivational structure of the task, the composition of the group, and so on. Mechanisms for transferring information from those who have it to those who need it must be developed, as well as a means to manage power, politics, and conflict involving the group. All this is much easier said than done. For every managerial problem, there are a dozen purported solutions and quick fixes. They are all theory based and empirically sound. This means that they are not based on naive, intuitive perceptions; rather, they have been scientifically examined.

6.3. Expert learning

Effective managers make mistakes, but they don’t make the same mistakes twice. Expert learning involves the ability to continually learn from experience. One of the great fallacies about learning is that people reach a point where they have acquired all the knowledge they need; in contrast, great leaders are always learning. Consider Chris Argyris’s distinction between single-loop versus double-loop learning [20]. According to Argyris, single-loop learning is learning that is primarily one-dimensional. For example, a leader may believe that she has nothing to learn from a subordinate but that the subordinate can learn from her. Therefore, the interactions between the leader and the subordinate will be primarily one-directional, or single-loop. In contrast, Argyris argues that effective leaders engage in double-loop learning processes, which involve a reciprocal interchange between leaders and teams. This means, of course, that leaders not only coach and direct and instruct their teams, but that teams also help their leaders learn.

Another important aspect of learning is the use of examples to illustrate and convey concepts. Experiential and example-based learning is more effective than didactic (lecture-based) learning [21]. An important key to whether knowledge is actually used or remains inert is what Whitehead, over 80 years ago, called the inert knowledge problem [22]. The key to unlocking the pervasive inert knowledge problem lies in how the manager processes the information, and when managers link examples to concepts, they learn better.

7. CONCLUSION

Good teams are not a matter of luck; they result from hard work, careful planning, and commitment from the sponsoring organization. Although there are no guarantees, we believe that understanding what makes teams work will naturally lead to better and more effective teams.

Most managers want consistently successful teams. To be successful in the long run, teams need ongoing resources and support. By resources, we mean more than just money. Teams need information and education. In too many cases, teams tackle a problem that has already been solved by someone else in the company, but a lack of communication prevents this critical knowledge from reaching the current task force. To lay the best groundwork for teams, it is important to consider the goals and resources of the team: Are the team’s goals well defined? Does everyone know them? Are the goals consistent with the objectives of other members of the organization? If not, how will the inevitable conflict be managed? Does everyone on the team have access to the resources necessary to successfully achieve the goal? Is the organizational hierarchy designed to give team members access to these resources efficiently? If not, it might be necessary to reconsider the governance structure within which the team must operate. What are the rights of the team members in pursuing their

duties, who can they contact, and what information can they command? It is also important to assess the incentive structure existing for team members and for those outside the team with whom team members must interact. Does everyone have the right incentives (to do the things they are supposed to do)? Are team members incentives aligned with those of the group and the organization, for instance, to cooperate with one another and to fully share information and resources?

There is no cookie-cutter solution to team structure. For instance, it may be appropriate for team members to compete with one another (in which case, cooperation may not be an achievable feature of the group dynamic). Choosing the structure of the group and the incentives that motivate the individuals inside it are essential factors contributing to the success of any team. Designing effective teams is a skill that requires a thorough understanding of teams to ensure that the team works as designed.

REFERENCES

- [1] Sundstrom, E. D., DeMeuse, K. P., & Futrell, D., Work teams: Applications and effectiveness. *American Psychologist*, 45(2), 1990., 120–133.
- [2] Alderfer, C.P., Group and intergroup relations. In J. R. Hackman & J. L. Suttle (Eds.), *Improving Life At Work*, 1977., pp. 227–296
- [3] Cole, R.E., Diffusion of participating work structures in Japan, Sweden and the United States. In P. S. Goodman et al. (Eds.), *Change in Organizations*, San Francisco: Jossey-Bass, 1982., pp. 166–225
- [4] Beyerlein, M., *Work teams: Past, present and future* (Social Indicators Research Series Volume 6). Boston: Kluwer Academic, 2000.
- [5] Carder, S., Gunter, L., Can you hear me? Corporate America's communication with dissatisfied customers. *Journal of American Culture*, 2001., pp. 109–112.
- [6] Frank, R.H., Cook, P.J., *The winner-take-all society*. New York: Penguin, 1995.
- [7] Anonymous, Microsoft teamwork. *Executive Excellence*, 13(7), 1996., 6–7.
- [8] Annual survey shows Americans are working from many different locations outside their employer's office, ITAC press release from Dieringer Research Group's 2004 – 2005 American Interactive Consumer Survey, 2005, October 4.
- [9] Katzenbach, J.R., Smith, D.K., The discipline of teams. *Harvard Business Review*, 71(2), 1993, March–April, pp. 111–120.
- [10] Griffith, V., Teamwork's own goals. *Financial Times*, 12., 1997, July 18.
- [11] Hill, M., Group versus individual performance: Are $N + 1$ heads better than one? *Psychological Bulletin*, 91, 1982., pp. 517–539.
- [12] Hackman, J.R., *Leading teams: Setting the stage for great performances*. Boston: Harvard business School Press, 2002.
- [13] Hackman, J.R., The design of work teams. In J.W. Lorsch (Ed.), *Handbook of organizational behavior*. Upper Saddle River, NJ: Prentice Hall, 1987.
- [14] Stewart, G.I., Manz, C.C., Leadership and self-managing work teams: A typology and integrative model. *Human Relations*, 48(7), 1995., pp. 747–770.
- [15] Orsburn, J.D., Moran, L., Musselwhite, E., Zenger, J.H., *Self-directed work teams: The new American challenge*. Chicago: Irwin, 1990.
- [16] Ancona, D.G., Nadler, D.A., Top hats and executive tales: Designing the senior team. *Senior Management Review*, 31(1), 1989., 19–28.
- [17] Thompson, L., Leading high impact teams: Tools for teams. Kellogg Executive program, 2007.
- [18] Fischhoff, B., Hindsight does not equal foresight: The effect of outcome knowledge on judgment under uncertainty. *Journal of Experimental Psychology: Human Perception and Performance*, 1, 1975., 288–299.
- [19] Lewin, K., Forces behind food habits and methods of change. *Bulletin of the National Research Council*, 108, 1943., pp. 35–65.
- [20] Argyris, C., Double loop learning. *Harvard Business Review*, 55(5), 1977., pp. 115–125.
- [21] Nadler, J., Thompson, L., Van Boven, L., Learning negotiation skills: Four models of knowledge creation and transfer. *Management Science*, 2003., 49(4) pp.529–540;
- [22] Whitehead, A.N., *The aims of education*. New York: MacMillan, 1929.

SIX SIGMA AS A QUALITY STRATEGY - CREATING EXCELLENCE

Kostadinović Ivan

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** Six Sigma seeks to improve the quality of process outputs by identifying and removing the causes of defects and minimizing variability in manufacturing and business processes. It uses a set of quality management methods, including statistical methods, and creates a special infrastructure of people within the organization who are experts in these methods. Each Six Sigma project carried out within an organization follows a defined sequence of steps and has quantified targets. These targets can be financial (cost reduction or profit increase) or connected to areas most valuable for customer (cycle time, safety, delivery, etc.). Once an organization decides to implement a Six Sigma program, it must impart the challenge to every employee. This includes not only people close to production but also administrative and service providers.*

***Key words:** Six Sigma, Motorola, management system, strategy, organization*

1. SIX SIGMA AS A METRIC, METHODOLOGY AND A MANAGEMENT SYSTEM

Six Sigma represents management strategy originally developed by Motorola in 1981. Six Sigma has evolved from its roots as a measure of quality to an overall business improvement methodology and to what it is today at Motorola – a fully integrated management system.

In 1986, Bill Smith, a senior engineer and scientist within Motorola's Communications Division, introduced the concept of Six Sigma in response to increasing complaints from the field sales force about warranty claims. It was a new method for standardizing the way defects are counted, with Six Sigma being near perfection. Smith crafted the original analysis and tools that were the beginnings of Motorola's Six Sigma methodology. He took his ideas to CEO Bob Galvin, who was struck by Smith's passion and came to recognize the approach as key to addressing quality concerns. Six Sigma became central to Motorola's strategy of delivering products that met the high quality standards our customers deserved. Following a common Six Sigma methodology, Motorola began its journey of documenting key processes, aligning these processes to critical customer requirements and installing measurement and analysis systems to continuously improve the process.

Six Sigma has evolved over the last two decades and so has its definition. Six Sigma has literal, conceptual, and practical definitions. Six Sigma can be defined on three different levels as a metric, as a methodology and as a management system.

Six Sigma as a Metric - The term "Sigma" is often used as a scale for levels of "goodness" or quality. Using this scale, "Six Sigma" equates to 3.4 defects per one million opportunities (DPMO). Therefore, Six Sigma started as a defect reduction effort in manufacturing and was then applied to other business processes for the same purpose.

Six Sigma as a Methodology - As Six Sigma has evolved, there has been less emphasis on the literal definition of 3.4 DPMO, or counting defects in products and processes. Six Sigma is a business improvement methodology that focuses an organization on:

- Understanding and managing customer requirements
- Aligning key business processes to achieve those requirements
- Utilizing rigorous data analysis to minimize variation in those processes
- Driving rapid and sustainable improvement to business processes

At the heart of the methodology is the DMAIC model for process improvement. DMAIC is commonly used by Six Sigma project teams and is an acronym for:

- Define opportunity
- Measure performance
- Analyze opportunity
- Improve performance
- Control performance¹

Six Sigma as a Management System - Through experience, Motorola has learned that disciplined use of metrics and application of the methodology is still not enough to drive desired breakthrough improvements and results that are sustainable over time. For greatest impact, Motorola ensures that process metrics and structured methodology are applied to improvement opportunities that are directly linked to the organizational strategy.

When practiced as a management system, Six Sigma is a high performance system for executing business strategy. Six Sigma is a top-down solution to help organizations:

- Align their business strategy to critical improvement efforts.
- Mobilize teams to attack high impact projects.
- Accelerate improved business results.
- Govern efforts to ensure improvements are sustained.

The Six Sigma Management System drives clarity around the business strategy and the metrics that most reflect success with that strategy. It provides the framework to prioritize resources for projects that will improve the metrics, and it leverages leaders who will manage the efforts for rapid, sustainable, and improved business results.

2. THE SIX SIGMA AND QUALITY ^[UPDATE]

Six Sigma seeks to improve the quality of process outputs by identifying and removing the causes of defects and minimizing variability in manufacturing and business processes. It uses a set of quality management methods, including statistical methods, and creates a special infrastructure of people within the organization who are experts in these methods. Each Six Sigma project carried out within an organization follows a defined sequence of steps and has quantified targets. These targets can be financial (cost reduction or profit increase) or connected to areas most valuable for customer (cycle time, safety, delivery, etc.).

Six Sigma represents set of practices designed to improve manufacturing processes and eliminate defects, but its application was subsequently extended to other types of business processes as well. In Six Sigma, a defect is defined as any process output that does not meet customer specifications, or that could lead to creating an output that does not meet customer specifications.

Six Sigma implies that:

- Continuous efforts to achieve stable and predictable process results (i.e., reduce process variation) are of vital importance to business success.
- Manufacturing and business processes have characteristics that can be measured, analyzed, improved and controlled.
- Achieving sustained quality improvement requires commitment from the entire organization, particularly from top-level management.

Features that set Six Sigma apart from previous quality improvement initiatives include:

- A clear focus on achieving measurable and quantifiable financial returns from any Six Sigma project.
- An increased emphasis on strong management leadership and support.
- A clear commitment to making decisions on the basis of verifiable data, rather than assumptions.

¹ <http://www.motorola.com/Business/US-EN/Motorola+University>

The term "Six Sigma" comes from a field of statistics known as process capability studies. Originally, it referred to the ability of manufacturing processes to produce a very high proportion of output within specification. Processes that operate with "six sigma quality" over the short term are assumed to produce long-term defect levels below 3.4 defects per million opportunities (DPMO). Six Sigma's implicit goal is to improve all processes to that level of quality or better.

Six Sigma is a registered service mark and trademark of Motorola Inc. As of 2006[update] Motorola reported over US\$17 billion in savings from Six Sigma. General Electric has adopted Six Sigma - Jack Welch introduced the method. By the late 1990s, about two-thirds of the Fortune 500 organizations had begun Six Sigma initiatives with the aim of reducing costs and improving quality. Six Sigma is a measure of excellence. Implementation of Six Sigma program means delivering top-quality service and products while virtually eliminating all internal inefficiencies.

A true Six Sigma organization produces not only excellent product but also maintains highly efficient production and administrative systems that work effectively with the company's other service processes. However, not every organization takes this holistic approach.

Six Sigma characteristics include operating processes under statistical control, controlling input process variables -- rather than the usual output product variables -- maximizing equipment uptime and optimizing cycle time.

In administrative processes, Six Sigma may mean not only the obvious reduction of cycle time during production but, more importantly, optimizing response time to inquiries, maximizing the speed and accuracy with which inventory and materials are supplied, and foolproofing such support processes from errors, inaccuracies and inefficiency.

Because Six Sigma in essence means overall excellence, implementing it requires more than simply explaining to employees what Six Sigma means and expecting them to begin doing it immediately. Such an approach leaves numerous questions unanswered, directions undefined and everybody -- particularly those inexperienced with the concept -- scrambling to invent their own version of the program. The inevitable free-for-all that ensues yields all too few successes lowers the program's acceptance rate and endangers its very existence.

Obviously, a strategy outlining the necessary elements for a successful Six Sigma quality program would be preferable. The following approach will help organizations interested in implementing such a program.²

3. THE SIX SIGMA CHALLENGE

Once an organization decides to implement a Six Sigma program, it must impart the challenge to every employee. This includes not only people close to production but also administrative and service providers.

Through an executive directive, the organization establishes its Six Sigma challenge, vision, customer satisfaction promise, goal and new measurement indexes. The directive distinguishes between former business policies and the new challenge of working toward excellence. It establishes a common goal for all employees in the excellence. It establishes a common goal for all employees in the organization: reduce variability (i.e., standard deviation) in everything they do. The directive requires all employees to participate in a day-long course outlining the "Five W's" of Six Sigma. This course explains the who, what, where, why and when of the organization's new way of doing business.

In a Six Sigma organization, employees assess their job functions with respect to how they improve the organization. They define their goals, or the ideal of excellence in their roles, and quantify where they are currently -- their status quo -- with respect to these ideals. Then they work to minimize the gap and achieve Six Sigma by a certain date.

Individuals in the finance department, mail room, human resources, purchasing and everywhere else also are challenged to achieve Six Sigma in everything they do, cumulatively bringing excellence to the organization as they achieve individual excellence in their jobs.

For an organization to reach Six Sigma successfully, the program must define a standard approach. If the approach is left undefined, too many individuals will spend too much time engineering and reengineering it. Standardizing a methodology to achieve Six Sigma allows individuals to focus on reducing the standard deviation within their individual projects rather than obsessing over method. It also establishes a common approach that speeds up the execution of all Six Sigma improvement projects.

² Pande P., Neuman R., Cavanagh R., *The Six Sigma Way: How GE, Motorola, and Other Top Companies are Honing Their Performance*, McGraw Hill, New Jersey, 2000.

This standardization creates a common language and a common cause among all employees. Many organizations implementing quality programs become mired in arguments and disagreements over methods and never move forward. A Six Sigma program, by contrast, focuses on reducing variability and reaching excellence.³

4. TEAM PRESENTATIONS AND DOCUMENTATION

A Six Sigma program requires a review, as well as an audit, to make sure everything progresses as planned. During a presentation held each month, teams report on the progress of their process characterizations and/or improvement studies. Teams follow presentations should emphasize data, which is as important as the teams' conclusions. Teams should describe their progress, roadblocks, milestones, needs and findings.

External and internal organization experts are invited to attend these presentations. The team shares the knowledge it acquired with attendees, which enhances learning and experimenting. Managers provide support and commitment, keeping the team focused on the organization's objectives. After hearing attendees' comments, the team decides on a project's direction.

A Six Sigma process improvement book also is kept in the production area. As the projects progress, documentation of all efforts related to the process is archived here. The archives, available for use by other teams as they study similar processes, also can fulfill documentation requirements of ISO 9000 and QS-9000. The consultant should request bimonthly reports from each team to track and report their efforts to management. This bimonthly reporting avoids any surprises during the monthly presentations concerning a team's lack of progress. The reports note progress toward Six Sigma and compare that progress with goals established in the five-year plan. The consultant measures and tracks actual vs. scheduled times to keep the whole program in focus and in motion.

5. CREATING COMPANYWIDE EXCELLENCE

Nontechnical processes within, say, the purchasing or finance departments, are considered invisible processes because their elements are not physical or tangible like those in production. Due to their intangibility, nontechnical processes are difficult to define, measure, quantify and optimize to Six Sigma levels.

Nevertheless, a methodology for optimizing nontechnical processes to Six Sigma levels also should be standardized throughout the organization. This methodology should include process delineation, index measurement generation, data collection for quantifying the process, a structured gap-minimization strategy for performing statistical analysis (most likely, using nonparametric statistics) and to demonstrate significant improvement toward Six Sigma.

The Six Sigma quality program has a rightful place in the overall organization, but particularly in manufacturing. When properly implemented, the program reduces inefficiencies and produces very high yields and returns. This requires proper planning and implementation. All too often, with resources limited and attention to detail lacking, the organization's vision falls short of expectations, and the program stumbles along or is summarily terminated.

Given the substantial investment -- and the potentially substantial rewards -- a Six Sigma program warrants a long-term vision and commensurate attention and resources. Developing a cohesive and comprehensive strategy for implementing Six Sigma only increases the likelihood of a company achieving this worthwhile goal.⁴

6. CONCLUSION

At Motorola today, Six Sigma has evolved to a fully integrated management system. That management system integrates strategic objective and measurement systems development, project prioritization and governance, and a performance management system to drive a more focused execution of the overall business strategy. At Motorola, it is the way work gets done. The essential premise of the Six Sigma Management System is that there is a leadership team in place whose members are willing and capable of engaging in a disciplined, team based process of continuously monitoring real time organizational performance metrics and

³ <http://www.motorola.com/Business/US-EN/Motorola+University>

⁴ Pande P., Neuman R., Cavanagh R., *The Six Sigma Way: How GE, Motorola, and Other Top Companies are Honing Their Performance*, McGraw Hill, New Jersey, 2000.

then taking action in the form of project reviews. The team engages in frequent dialogue regarding performance related to customer and market requirements as well as performance related to critical improvement projects. As a result of the dialogue that is generated, an organization-wide dialogue is created that drives top to bottom focus on daily execution.

To facilitate an effective Six Sigma management system, these leadership teams utilize a specific set of tools including an Organizational Scorecard, an Operational Dashboard, a project monitoring process, a governance team structure and a governance meeting process. Many Six Sigma efforts fail to achieve their full potential. Six Sigma implementation at the problem-solving or strategic improvement levels are a terrific start but limit the benefits to specific issues or tightly bounded, often fragmented, strategic opportunities. When used as a fully integrated management system, Six Sigma drives a real, measurable business transformation aligned to a winning corporate strategy. Six Sigma becomes a company-wide way of doing business across all functions and groups and ensures breakthrough improvements and results that are sustainable over time.

REFERENCES

- [1] http://www.asq.org/social_responsibility/index.html
- [2] <http://www.hci.com.au/hcisite2/articles/deming.htm>
- [3] <http://www.motorola.com/Business/US-EN/Motorola+University>
- [4] <http://www.realisation.com.au/site1/Articles/Brainstorming.htm>
- [5] Pande, P., Neuman, R., Cavanagh, R., The Six Sigma Way: How GE, Motorola, and Other Top Companies are Honing Their Performance, McGraw Hill, New Jersey, 2000.

THE SIGNIFICANCE OF GOOD INTERPERSONAL RELATIONS FOR EFFICIENT HUMAN RESOURCES MANAGEMENT IN ORGANIZATION

Kovač Rade

Ministry of Security, Office for Foreigners, Sarajevo, Bosnia and Herzegovina

Summary: *The staff is foundation of each organization. Study of staff in domain of management had changed significantly classical conceptions on role of staff. Now day, the people are seen as human beings with positive and negative characteristics, and scientific approach departs from that, what people are, not what they should be.*

Modern management is interested in the study of interpersonal relations, in order to increase efficiency and increase overall business efficiency.

Management seeks the exact way to predict behavior of people in certain situations. Why this is important? Because, practice has shown that in organizations where the interpersonal relations are well and regulated, the business efficiency is quite often high.

Key words: *regulated interpersonal relations, care of people, the diagnosis of human relations, the role of managers, motivations of employees, and conflict management.*

1. INTRODUCTION

Managerial science, and the theory is based on the assumption that people are managed as with any other resource, even more, managing people has greater effect because human resources are unlimited in its possibilities.

There are more approaches in resolving of interpersonal relations. There are two dominant:

- Classical approach,
- Access to the theory of interpersonal relations.

Classical approach or classical theory departs from the percept that man is "thinking machine", whose work can standardize and program like at every machine. So, the classical theory does not accept the existence of individual differences among people, it does not respect the different motives, desires, possibilities and needs of each individual.

However, in thirties of last century, a special approach to the organization of company had been developed, and more and more attention is paid to the study of interpersonal relations.

Interpersonal relations theory assumes that every man is an individual for himself, each individual has a special approach to the life, work, motives, needs, desires etc. This position for the management is of special importance, because it means that every man needs a special approach, but more important is that every individual is treated in special way. Such an attitude toward people requires democratic style of management organization. This type of managing says that well, and regulated interpersonal relation are not formed by

their own, it says that with them should be manager, and to use scientific programs for their creation and maintenance.¹

2. THE PRINCIPLES OF CREATING GOOD INTERPERSONAL RELATIONS

First, it is needed to point out that there is no universal rule or prescription for creating good interpersonal relations.

Why?

Because each system, all organizations, especially organization in public sector, and state administration have its specificities which should adapt the method and strategy to create good interpersonal relationships. In the application of specific methods and strategy to be able to create good interpersonal relations, the management should follow the certain principles:

- management must take care of people, even for personal problems of workers.

Many managers do not know even basic things on their workers, and even not to mention taking care of their personal problems. However, the analysis show that taking care on people means the success in management. Manager shall devote special care to: hard-working, capable and talented, but he/she will not neglect the rest. Next important rule is discipline.

- Discipline is prerequisite for the survival of any organization, it must be prescribed and regulated by normative.

What is discipline? It is denial of each individual in some its individual intentions because of freedom of others. It is important honesty in relations among people.

And, what is honesty? It is trust, understanding, patience, cooperation and support to our fellows. Today, many, honesty approach with suspicion. Many think that discipline, and honesty are excluding mutually. But, it is not like this because: honesty enhances discipline, strengths the feeling of moral obligation toward others. So, the discipline, and honesty are one of the conditions of survival of each organization.

For management is important the rule of adherence of law in creation of interpersonal relations.

What is legality in work? That is exact application, and adherence of adopted conception and business philosophy. It is respect of adopted rule of work, and conduct in work process. In any bureaucratic organization, everything is forbidden that is not prescribed.

In managerial (democratic) organization, everything is allowed that is not forbidden.

First, managers at any level must respect the legality of work, and as an examples to others. Because, the personal example is the most important element on which authority is built. In insurance of laws, it is most important to ensure and realize the protection of employees' rights.

And, the most important right is: right on life, freedom, work and reward from work.

Principle of uniformity manager-control action for management has a special meaning. Because without unique management action is not possible to achieve good interpersonal relations.

It is wrong if managers at all levels do not support each other, and even worse even dangerous, if they disparage each other.

The most dangerous is, discord in which, the strategic and top manager speaks one thing, manager of middle level another thing and manager of operative level the third thing. This does not create just confusion, but poor interpersonal relations. The principle of eliminating inequality of human resources management is important, because it affects on interpersonal relations. If not adhered this principle, it is possible to conclude that poor interpersonal relations are due to the depravity people. This is not correct. The causes of poor relations in organization must be sought in conditions of work and life in general. Therefore, the elimination of inequality should stick to the phrases that is not correct to treat the same people in different way, and even worse, different people to treat in the same way.

Inequality is usually expressed in the area of wages. Thus, some managers tend to keep the wages under the veil of secrecy. Why they do this? Certainly in this rule there is some injustice-or inequality. Hiding anything creates bad interpersonal relations, especially hiding the wages, because that is injustice, especially for those who invest in their work all efforts and knowledge.

¹ Mandić Tijana, -COMMUNICATIONS (COMMUNICATIONS PSYCHOLOGY) - Clio, Beograd (2003)

3. DIAGNOSIS (ESTABLISHMENT) OF INTERPERSONAL RELATIONS

This is very hard and responsible work of manager. How it is possible to establish that in some organization the interpersonal relations are regulated and well, and in other organization not regulated and bad? Beside of expertness of organizational science of andragogy, for this response should have "sixth sense".²

It is important to know that on bad situation are saying certain symptoms:

- First symptoms: discussion on others mistakes, it is bad when increased attention is paid on mistakes of associates, and their own mistakes they neglect. Therefore, it should avoid those who without need interprets the actions of others, and these are indeed very often do not see, but very much felt. If this symptom appears, managers must execute the analysis of that cause. It is important to know that the lack of jobs creates conditions for such behaviour, because the management as a best medicine will employ these and give them specific tasks, after that he discover it. If there is no meaningful job, manager must invent it, even if ones dig holes, and others covered it. This clearly has not achieved commercial effect, but it eliminates the self-dealing.
- Second symptom is absence from work. So, for example, if students are not coming to the classes, teacher must ask what is cause of it. It is similar in organization as well. Large absence from work are indicators of bad interpersonal relations. Manager has to examine the cause of this. And, it might be that manager is cause of it. Probably, the managers absent from work- so, why not and others.
- Third symptom, we may call – appearance of gossip, jokes and ridicule manager, employees among them, social and political events, etc. Gossip and intrigue are dangerous, and to this phenomenon must be given attention. Here, it is important to establish informal channels of communication, including direct communication with worker, and all with aim to solve this situation. Information has the most important rule here, because each gossip is the result of lack of information. By information they are removed.
- It is quite often the symptom of mistrust due to all lines in company. Bureaucratic organization gives a great importance to the trust, although the organization is distrustful to employees. Bureaucratic structure is such in essence, because it requires (imposes) from subordinates the blind believing to the superiors. However, for management is important to understand that trust is difficult to create, and it must be checked constantly.

If manager did just one wrong move, for example make promises and fails, there is a lack of trust. Manager may, in order to avoid such situation to use "managerial diplomacy" and to promise in communication only that what he/she is able to conduct, due to the need to give general and undefined answers, such as „we will see“, „we will study“, „why not“, „if „etc.“³

4. THE ROLE OF MANAGER IN CREATING GOOD INTERPERSONAL RELATIONS

Manager is the central person of every organization, and eyes of all organization are fixed to him. Therefore, by the knowledge, abilities and skills of manager depends in large extent the results of work, and due to this the interpersonal relations too. People are not satisfied when the bad results of work are (and wages), but poor interpersonal relation might be cause, of bad results of work. Here, it is important to establish what is causa, and what is consequence.

It is frequent case that in organization, in various ways the poor interpersonal relation are concealed. But as soon when some problem appears in bad results and bad wages, than these relations come to light. Then, for management of organization, and efficient human resources management is rather late. In order to anticipate such situation, contemporary management should adhere certain rules that helps in creation of good interpersonal relations. First, management will show by personal example what to do in order to create good interpersonal relations.⁴

Personal example in this case is a key indicator to the employees how to behave. That is why manager must be principled, and fair to everyone and has always the same standards to everyone. Manager does not notice only failures but success, because like this it removes the uncertainty of employees. Manager must understand that employees are not born non-workers. If, in fact, big workers and genius develop in certain social conditions and circumstances, than it's worth for non-workers. The employees will be valuable if their work will be good organized and conditions of work, and this is exactly the task of management.

² Prof.Dr.Sc. Bahtijarević-Šiber Fikreta, -HUMAN RESOURCES MANAGEMENT - Golden Marketing, Zagreb (1999)

³ Prof.Dr.Sc. Bahtijarević-Šiber Fikreta, -HUMAN RESOURCE MANAGEMENT - Golden Marketing, Zagreb (1999)

⁴ Adišes I. – CHANGE MANAGEMENT - Evropa Prometj - NOVI SAD (1994.)

Management knows that employee must be motivated for work. But, some elements of work standardization that has discouraged impact to worker must be avoided (too high and unattainable standards etc.). It would be ideal if it is possible to determine in advance the criteria for achievement of standards, that employee determines by himself the own wage, which is very difficult to achieve for employees in bodies of state administration, for those exists exact established criteria for wages prescribed by the Law on wages. If such, or at least approximate criteria, especially of non-material motivation do not exist, employee will not be only stimulated, but it will be very dissatisfied, and this worsenes directly the interpersonal relations.

It doesn't matter how the manager came into organization. In fact, it is important how the manager is selected on its function regarding to the relations of employees toward manager. If manager is selected „by directive” or as a „savior”, that creates for him/her antipathy. And, here it is quite common case (suitability). The biggest problem may arise when managers at lowest level are not accepted by direct executors of work and tasks. Manager must know for the rule that always exist possibility, and situation when he can do something good.

Manager should even think of providing some services. In this way, if employee has a problem: approve day-off, provide material help in trouble, engage in person while providing help (recommendation at doctor, child in the school and etc.). These are the most cost-effective methods of manager. They create an excellent interpersonal relations. The worst situation is when manager behaves as a beater (livestock, slaves and etc..). The beaters will never provide service. He considers a human as a tool in his hands. The question is, whether such person may be manager at all. Beater wants just task to be done. He is not, and can not be, the creative or oriented to people. This situation and behaviour of manager of any level, it is dangerous for creation of Bad, and not regulated relations.

But, manager must encourage creative thinking and action. This is possible in a healthy environment in order to propagate ideas, creative proposals, and freedom of thinking. Namely, this is the only way to improve the organization. What it tell us? It tells on that manager must know to manage conflicts, and to differ which conflicts to improve and which conflicts collapsed organization.

In regard on conflicts, manager must take special care on generation conflict. The generation conflict is expressed especially and it disturb good interpersonal relations. Why this is like this? Because of organization with bad age structure exists greater resistance toward changes, creativity, development and innovations. Young are not prone to such conflict. Compromise was once perfect, and sometimes bad solution for conflict.

5. CONCLUSION

The good interpersonal relations reduce ineffectiveness and tensions in organization, so all these are reasons why management approaches to study of science on managing by people, and interpersonal relations.

It should point out that there is no universal rule, or prescription for creating good interpersonal relations. Why?

Because each system, all organizations, especially organization in public sector, and state administration have its specificities which should adapt the method, and strategy to create good interpersonal relationships. In order to create good interpersonal relations, management must take care on people, even for personal problems of employee.

But, analysis shows that taking care of employees means success in business.

Determination of efficiency of interpersonal relations is very hard, and responsible work of manager. How it is possible to establish that in some organization the interpersonal relations are regulated and well, and in other organization not regulated and bad? Sometimes, manager must have the „sixth sense” in order to recognize the certain symptoms that indicates to such fact, and due to this to undertake certain steps in eliminating such phenomenon.

Manager due to his function is at disposal to his subordinates. How? Because, employees require from him approval, permit, thinking or solving of this and that problem (often the personal problems of employees). Manager must always give more then it receives. Actually, manager receives more when he gives more.

Therefore, manager in building the good interpersonal relations, sometimes need to know when to resort to compromise. When it comes to compromise, each party waives its interests. Young people, creative, turned to future express greater willingness in organization to compromise. It is important in solving the problems by compromise to include "hot brains". But, it exists "rot compromise". In this case by compromise, everybody are satisfied and everybody are not satisfied. This is postponement of solving the problems, and this compromise is inherent for undecided managers. "Rot compromise" is very harmful for the interpersonal relations in organization. If manager will adhere to all this above mentioned in building of good interpersonal relations, and has success in it, then with almost great probability, we may speak on an ideal manager.

REFERENCES

- [1] Adižes, I., Change Management, Evropa Prometej, Novi Sad, 1994.
- [2] Mandić, T., Communications (Communication Psychology, Clio, Beograd, 2003.
- [3] Subotic, D., Human Resource Management, IPS, Beograd, 2003.
- [4] Bahtijarević-Šiber, F., Human Resource Management, Golden Marketing, Zagreb, 1999.
- [5] Drucker, F.P., Management For Future, Grmeč, Economic Review, Beograd, 1995.
- [6] Grinberg, Dž., Baron, R., Behavior In Organization – Comprehension And Management Of Human Side Of Work, Želind, Beograd, 1998.
- [7] Kotler, F., How To Create, Master And Dominate Market, Adižes, Novi Sad (2003)
- [8] Majnard, J., Cotemporary Organizations Company, Economic Book, Beograd, 1980.
- [9] Milisavljević, M., Todorović, J., Strategic Management, Economic Faculty, Beograd, 1991.
- [10] Bašić, M., Economics Of Public Sector, Economic Faculty in Sarajevo, Sarajevo, 2004.

ВСЕОБЩИЙ МЕНЕДЖМЕНТ КАЧЕСТВА

Лакич Весна

Бухгалтерское бюро, Градишка

***Резюме:** Особенное внимание придаётся концепции всеобщего менеджмента качества, который развивается как новая рыночная, наступающая философия. Она включает в себя три вида изменений на предприятиях -организациях: сотрудники, технологии и структуры. Менеджмент качества – это императив выживания и успешного ведения бизнеса на рынке. Всеобщий менеджмент качества необходимо постоянно внедрять, развивать и развивать параллельно с развитием компании.*

***Ключевые слова:** система всеобщего качества(TQM), модель совершенства, EQFM модель совершенства, бизнес результаты*

1. ВВЕДЕНИЕ

В начале нового века, развитие технологий и массового производства, позволяет создавать глобальные рынки, на которых добиваются успеха только те стратегии, которые ориентированы на клиента, что делает конкуренцию сильнее, чем когда-либо. Критерии успеха на этом глобальном, международном рынке меняются очень быстро. В целях расширения бизнеса, открылись новые рынки, и установились реальные конкурентные долгосрочные цели, совершенство становится императивом.

Такая бизнес-среда уже в полной мере поддерживается широко применяемой концепцией всеобщего менеджмента качества (TQM), которая всё больше развивается, как новая сложная рыночная философия. Total Quality Management система устанавливает стандарты в трех основных сферах деятельности компании: сотрудники, технологии и структуры.

Управление, как процесс и деловая функция компаний, необходимо будет адаптировать для всех изменений, произошедших в окружающей среде. Таким образом, TQM является одним из современных методов, обязательно используемых в бизнес-процессах. Он же может быть использован при решении разных бизнес-вопросов, соответственно в различных мероприятиях предприятия.

В период от Второй мировой войны до настоящего времени, полностью разрушенная японская экономика, применением философии TQM, стала одной из ведущих мировых экономических держав. Это модель выживания и успеха.

В современных бизнес-системах уже отказались от концепции "человеческие ресурсы" и перешли к концепции "человеческого капитала", поскольку человеческие знания и работу нельзя истратить, а через работу и обучение их способности постоянно увеличиваются.

2. СИСТЕМА МЕНЕДЖМЕНТА КАЧЕСТВА

Система менеджмента качества способствует содействию всех перевоплощений компании, прежде всего, внутренней организации, включая управление, ресурсы, процессы, персонал, продукцию и результаты хозяйственной деятельности.

Началом создания концепции TQM стало бы создание и внедрение целого ряда методов и способов повышения эффективности и результативности деятельности хозяйствующих субъектов и все для достижения мирового уровня эффективности управления и соответствующих моделей совершенства. Совершенство определяется как прекрасная практика управления в достижении мирового уровня результативности, основанной на применении модели совершенства.

Excellence Model/Модель совершенства является практическим инструментом управления, который должен помочь разным организациям самим провести самооценку и оценить свою систему управления по отношению к совершенству.

Совершенство является относительной динамической целью, которая реальна, измерима и не слишком трудно видеть, хотя у неё постоянно меняются координаты. Цели повышения квалификации включают следующие координаты¹:

- высокий исполнительный уровень внутренней организации и результатов по сравнению с национальной и международной конкуренцией или лучшими в своём классе;
- долгосрочные тенденции показывают улучшение, прорыв, инновации во всех аспектах ведения бизнеса;
- наличие применения TQM методов и мероприятий.

Хотя TQM существовал ещё в 1951, перед появлением ISO 9000, у нас он долго не мог найти свое место. Причины, как правило, связаны с условиями ведения бизнеса, низкий уровень культурных, технологических и эксплуатационных характеристик нашей среды. TQM основывается на многочисленных идеях, в основе которых управление основывается на качестве. Многомерный и динамичный, с учетом всех важных параметров, подчёркивает участие людей и устойчивое улучшение. Модели совершенства, основанные на концепции TQM, представляют основу для расширения возможностей и результатов организации.

Цель TQM направлена на достижение баланса в удовлетворении ожиданий всех пользователей компании²:

- клиентов, ожидающих высокое качество продукции, инновации и приемлемые цены,
- владельцев, ожидающих оплодотворения вложенного капитала за счет выплаты дивидендов и увеличения стоимости акций,
- сотрудников, ожидающих долгосрочного обеспечения существования и предоставление профессиональных амбиций, заработную плату, признание и хорошую работу, и
- общество, ожидающего уважения моральных и этических норм и правил по уплате налогов, ответственности за качество продукции, защиту окружающей среды и дополнительные выгоды, которые организации добровольно предоставляют членам сообщества.

Деловое совершенство подразумевает под собой регулируемую систему, которая постоянно усовершенствуется и даёт хорошие финансовые результаты. Система контроля качества позволяет нам определить внутреннюю организацию, полномочия и обязанности сотрудников.

Конечно, мы постоянно совершенствуем и повышаем уровень обслуживания. Система качества не смеет угрожать окружающей среде. Ответственность руководителей должна быть показана в доходах работников. Если использованы почти все ресурсы, мы приходим в ситуацию, что дальнейшее совершенствование только повышает уровень предоставляемых услуг.

2.1. Модель совершенства

В рамках моделей совершенства, которые входят в концепцию TQM, отличаются несколько моделей, которые описаны далее подробнее.

2.1.1. EFQM Excellence Model

EFQM - Европейский фонда управления качеством был образован в 1988 году представителями 14 ведущих европейских компаний с одобрения Европейской комиссии. Нынешний состав составляет более 500 организаций, состоящих из главных транснациональных и важных национальных компаний, исследовательских институтов и видных университетов.

Миссией EFQM является³:

¹ Skoko, H., "Upravljanje kvalitetom", Sinergija d.o.o., Zagreb, 2000. godine, str.158.

² Hadžiahmetagić, Z. Kulović, Dž., Jurešić, S., «Menadžment, putokaz za menadžere», Sarajevo, 2007. godine, str.89.

³ Dužanec, I. "Globalizacija i regionalizacija gospodarskog razvoja svijeta", Geografski horizont, Zagreb, 1997. godine, str.76.

- стимулировать и оказывать помощь организациям по всей Европе, чтобы участвовать в деятельности по улучшению, что приводит к безусловному удовлетворению покупателей, удовлетворение работников, улучшению социально-экономических результатов и
- поддержка ускорения процесса внедрения Total Quality Management как решающего фактора для достижения глобальных конкурентных преимуществ.

EFQM играет ключевую роль в повышении эффективности и результативности европейских организаций для укрепления важности качества во всех аспектах своей деятельности и стимулировании и поддержки при развитии улучшения качества.

EFQM видение: быть ведущей организацией, узнаваемой в целом, в процессе развития, в плане содействия принятию доступа к Total Quality Management.

EFQM имеет следующие цели⁴:

- EFQM "Модель для бизнеса Excellence" признается в предоставлении основных стратегических рамок и критериев для управления организацией и выявление возможностей для улучшения, независимо от характера и размера организации.
- Получение Европейской премии по качеству на международном уровне признано в качестве важного достижения и подтвердило роль владельцев наград в модели совершенства.
- Польза от постоянного усовершенствования EFQM, основанное на процессах эффективного управления организацией всеми членами, которые обмениваются передовым опытом и разрабатывают подходы для улучшения, которое ведёт к непрерывному усовершенствованию передового опыта и совершенству бизнеса и его конкурентоспособности.
- Философия, процессы, инструменты и методы Total Quality являются одним из ключевых элементов программы для всех уровней образования и обучения в Европе.
- Существует последовательное и конструктивное взаимодействие между EFQM, EOQ-Европейской организации по качеству и национальных организаций по качеству.
- EFQM будет работать на финансовой основе, обеспеченной от членских взносов, доходов от продажи материалов и услуг, а также и от других видов доходов.
- Постоянное улучшение образа будущего и понимание EFQM, модель EFQM Excellence для бизнеса и Европейской премии по качеству неизбежно приведет к увеличению числа его членов.
- Организация, которая полностью удовлетворяет потребности членов и заинтересованных сторон.

2.2. Объяснение модели EFQM

Модель объясняет, что удовлетворенность клиентов, людей, влияние на общество достигается за счет "руководства", которое управляется политикой и стратегией, управлением людьми, ресурсами и процессами, ведущими к "совершенству" и "бизнес-результатам".

Каждый из 9 элементов является критерием для оценки прогресса организации на пути к совершенству, "РЕЗУЛЬТАТЫ" (results) указывают на то, что компания добилась и того, что достигает, "СИСТЕМА ОБЕСПЕЧЕНИЯ" (enablers) свидетельствует о том, как эти результаты были достигнуты.

Лидерство (Leadership)

Как поведение и действия исполнительной команды и всех остальных руководителей вдохновляют, поддерживают и развивают культуру Total Quality Management. Конечно, для этого требуются доказательства:

- как руководство демонстрирует свою приверженность культуре Total Quality Management
- как лидеры поддерживают улучшение и включение в выделение достаточных ресурсов и помощи
- как руководство связано с клиентами, поставщиками и другими внешними организациями
- как руководство узнаёт и ценит усилия и достижения людей.

Политика и стратегия (Policy and Strategy)

Как организация формируется, развивается, пересматривает свою политику и стратегию, и как она её (политику и стратегию) преобразовывает в планы и действия.

Требуется доказательство того, что политика и стратегия основаны на информациях, которые являются соответствующими и понятными, развивающимися, коммуникационными и проводимыми.

⁴ Dragičević, M., "Ekonomija i novi razvoj", MATE Zagreb, 1996.god., str.123.

3. МЕНЕДЖМЕНТ ПЕРСОНАЛА (PEOPLE MANAGEMENT)

Как организация обеспечивает развитие полного потенциала своего персонала. Требуется доказать что:

- человеческие ресурсы планируются и улучшаются
- способности людей сохраняются и развиваются
- цели персонала одинаковы, и что постоянно изучаются
- персонал и организация взаимодействуют
- персонал включается, оспосабливается и поощряется
- персонал совершенствуется.

Ресурсы (Resources)

Как организация управляет ресурсами эффективно и результативно. Необходимо доказать что:

- управляет финансовыми ресурсами
- работает с поставщиками и внутренними ресурсами
- управляет зданиями, оборудованием и другими активами
- управляет технологией и интеллектуальной собственностью.

Процессы (Processes)

Как организация идентификует, управляет, пересматривает и совершенствует свои процессы. Требуется доказать, что процессы:

- идентифицируются, как ключ к успеху в бизнесе
- систематически управляются
- пересматриваются и как ставят цели для улучшения
- улучшаются использованием инноваций и творчества.
- меняются и как оцениваются выгода.

Удовлетворённость покупателя (Customer Satisfaction)

Что организация достигает в отношении на удовлетворённость своих внешних покупателей. Требуется доказать:

- восприятие покупателей о продукции компании, её услугах и отношении к покупателям
- дополнительные измерения для удовлетворения покупателей компании

Удовлетворённость людей ПЕРСОНАЛА (People Satisfaction)

Что организация достигает в отношении к удовлетворению человеческих нужд, нужно доказать:

- восприятие людей из организации
- дополнительные измерения для удовлетворения персонала

Влияние на общество (Impact on Society)

Что организация достигает в удовлетворении потребностей и ожидания местных , национальных и международных сообществ. Требуется доказать:

- Восприятие организации со стороны общества
- Дополнительные измерения воздействия организации на общество.

Бизнес результаты (Business Results)

Что организация достигает в отношении планируемых бизнес-целей и удовлетворение потребностей и ожиданий каждого с финансовой заинтересованностью, либо ролью в организации. Требуется доказать:

- Измерение финансовых результатов организации
- Дополнительные измерения результатов работы организации.

Модель бизнес совершенства основывается на оценке этих девяти ключевых критериев, с большим числом элементов. Первая группа элементов, относится к оценке активности в организации (способностей), а вторая группа к оценке последствий работы (результатов).

Каждый элемент содержит определённый ряд вопросов для самооценки деятельности в самом бизнес субъекте.

В мире самыми известными премиями являются: премия Деминга в Японии, которую вручают с 1951 г., премия Malcom Baldrige в США с 1987 г., Европейская премия качества (EQA) с 1992 года, а в последнее время большое количество национальных наград.

Критерии предоставления этих наград отличаются друг от друга.

Каждая премия включает в себя модель самооценки бизнес субъектов, как способ, которым обеспечиваются руководящие принципы для организации, основанные на фактах, которые создают возможность направления ресурсов для улучшения. Эта модель требует от бизнес субъекта значительные вложения времени и ресурсов, несмотря на то, что его употребление просто и удобно в использовании и предоставляет бизнес субъекту определение степени успеха и выявления области, требующей улучшения.

ЛИТЕРАТУРА

- [1] Galogaža, M., Tehnološki menadžment, Panevropski univerzitet Apeiron, Banja Luka, 2006.
- [2] Dragičević, M, Ekonomija i novi razvoj, Alinea, Zagreb 1996.
- [3] Dužanec, I., Globalizacija i regionalizacija gospodarskog razvoja svijeta, Geografski horizont, Zagreb, 1997.
- [4] Dragičević, M., Ekonomija i novi razvoj, MATE, Zagreb, 1996.
- [5] Hadžiahmetagić, Z.Kulović, Dž., Jurešić,S., «Menadžment, putokaz za menadžere», Sarajevo, 2007.
- [6] Skoko, H.,Upravljanje kvalitetom, Sinergija d.o.o., Zagreb, 2000.

INNOVATIONS IN MANAGEMENT

Lojaničić Radojko

Faculty for Management in Transportation and Communications, Berane, Montenegro

***Summary:** The Study is related to the innovations in management, the importance of innovations in fight against the competition, and certainly, to the differences between innovations and good ideas. How is it important for an entrepreneur to have a risk entering the innovations having no idea how they are going to be accepted? Is the innovation a limited process or it could last endless long? We may get all answers passing through this Study. Of course, the conclusion could be that management is a process liable to the innovations, because everything is changed except the final aim - to find and keep the consumer.*

***Key words:** innovations, management, competition, profit, priority*

1. INTRODUCTION

Management is very dynamic and subtle human activity which is very under influence of changes, the business activities are changed, the markets are changed, even the concepts, but the aim is always the same - „to find the buyer“. In order to accomplish the aim, there are so many ideas and solutions where is not only one the correct but many of them, there is not only "black and white" solutions, the good manager is aware of that and he is ready to accept all changes which bring the profit. We are witnesses of all fast changes, especially in the world of business. Managers and entrepreneurs who want to be successful have to adopt their methods in managing with these new trends.

Today, there is no more important fact in business activities than to be innovative. That characteristic is learnt, as there are many methods for support and development of positive innovative surrounding in companies. To be successful in business does not mean to implement only new trends, but it is necessary to create it, too. Modern business, in the 21st century, becomes a game, where the winners are they who manage and decide with quality, speed and safety. The crisis, financial collapse, where all world get into that, could not be anticipated how long it will last, but for sure, the recovery will be long, but the rehabilitation of the consequences will be very slowly. The period in which we act brings constant risks and uncertainties in all companies, even in all markets. Turbulences in marketing are regular, sometimes it is interrupted by "light days" which go down fast into falling way. It can be said that turbulence has two characteristics: vulnerability of the company what is the reason to have a "defense armor", and of course, the given occasion which has to be recognized and used by the proper manager. Economic uncertainty brings the company leaders to make the big mistakes in business trying to get out of the crisis, of course, they are not aware to that, because all mistakes look like as the right ones bringing the recovery for company, but later, it will be seen that they are short term solutions which so often can not be corrected. They exist as the result of traditional approach to the strategy, because with use of new analytical tools, managers could anticipate the future what is enough to choose one strategic direction which leads to the prosperity. Turbulent time requests a lot of changes, either strategic which are in relation to the fact that company has to be focused on satisfaction for target consumers or the tactic ones. Every change is painful, but any stagnation in business could be fatal for company.

2. INNOVATIONS AND THEIR IMPLEMENTATION IN ORGANIZATIONS

The innovation, in order to be a real innovation, not only the good idea, must be profitable, what does not mean only to earn money, but also, it has to bring the positive results to the consumer, for business surrounding in which it is implemented, economy and society in general. The essence of the management innovations is to discover the hidden potential of each organization, to stimulate the people in the frame of organization and to bring profitable ideas, and to teach them to think out of the limits established by themselves. It means that atmosphere within the organization has to bring to the set of ideas – sparks which could light the "flame of innovation" and to release the latent potential of new ideas. Of course, these ideas should not be revolutionary, but only new for the organization where they are going to be implemented. There are so many ideas which had been profitable in other organizations which can be used in ours, too. The essence of ideas is the use of them but not the possessing of it. People who manage with any business have not the choice but to use the innovations and to fight with competition. The essence is that idea has to be based on reality, not based on our wishes, only, but on what is possible to accomplish. New ideas could be useful if they are practical. They have to introduce the positive examples from the past, but of course, with detailed investigations of surrounding conditions what makes the real picture of the existing state, they can be brought into the changes, but only as the result of the real needs for people.

The innovations could be applied anywhere, everything could be improved. Management innovation is multi-discipline field which covers every aspect of the innovation. Marketing mix and 4P (price – product – distribution – promotion) are created in order to make narrow the process of analyses and investigations to the specific problems, also, we may say that 4P exists in the innovation: product – process – position – paradigm.

^{“1} If we analyse them individually it would be as follows:

Product - can be innovated in different ways, but it must not be forgotten that innovations have to be payable, profitable and each member in the organization chain has to have contribution in the innovations and to be a part of innovation culture.

Process - many aspects of the product innovation are in fact – processes, so everything what we may do to improve the processes in our organization is to make them faster, more efficient, but also cheaper. Also, introduction of the completely new processes which will replace the existing ones.

Position - is connected to the personal perception of the people, it is a psychological category, which means on the global market, everything. Some organization is profitable not only because of quality products, but also depend on the perception of the consumers. The essence is the smile on consumers' faces.

Paradigm - it is a specific innovation category, it is in relation to the direct changes, mainly radical ones, in the functioning of some organization. The radical changes does not understand, always, better functioning.

This innovative mix does not understand, always, narrow and independent categories. The borders between them are complicate, they can not be used all at the same time, each organization use them in a most profitable way. So, the improvement of the process should result with better product, but better product with better position, but whichever innovation mix is chosen – it is important to have unique aim, that is the application of the innovatation makes the organization much better, more efficient and more profitable.

It is very important that all employees understand the innovations. It must be possible to demonstrate it to them in such a way that they understand it very well. You should clearly demonstrate them how those innovations are related to their personal interest, and interest of their organization. Clear vision without ambiguity is the essential element for successful management with innovations. „Researches in the world show that about 66% of all innovation management initiatives are unsuccessful.“ ² The main reason of this percentage is that companies do not create time points for checking (milestones) and they do not follow progress (what and when something was accomplished). They bring the decisions on changes, start the change process, but they do not follow how the changes are implemented during the time. Particularly, when you do the comparison on accomplished innovation with wanted time line (previously planned) and event line regarding the innovations.

The priorities which company has to put in front of itself if wants to have an epithet of innovator are:

- **Elevated aim and mission of existence** what will make their working environment much better, to provide for all simple access to technologies
- **Strategic vision** which will develop mission of existence in an innovative manner what gives the value to own colleagues
- **Global approach** or strategy positioning enough wide for further development and increase
- **Forming of advanced technological position** which will support global development

¹ Webber A.M., Harvard Business School Press, Boston, Massachusetts, 2001.

² Miodrag Kostić – eMagazin br.35 www.poslovnaznanja.com

- **Creation of organizational culture** which increases the need for ideas and innovations
- **Permanent thinking** on organizational and business models in comparison to the competition
- **Permanent creation** of new values in comparison to the competition
- **To have human resource** which will understand the priorities and importance of innovation from the beginning

The best example for an innovative company which is world brand and here is Henkel, so they say for themselves:

„Inovativna kompanija,³

Our vision, in Henkel, is to make life easier for people, better and more beautiful with use of our brands and technologies. The innovations are the base for transfer of this vision into reality. They provide our sustainability in future and our ability to actively be adopted in the world where the changes are permanent request. A huge part of work in Henkel is ability to see the future having eyes open and to pay attention on details. In this way we create ideas. Work with this approach ensures the permanent quality and innovations in which people believe worldwide.



The next example could be how one of the leading companies introduce the innovations on the labor market:



“L’Oréal Discovery, beside that is a revolutionary pedagogy method, represents an innovative system of electronic employment which provides for students worldwide the best training and it offers unique survey in the selection of the future carrier. Beside the L’Oréal Discovery, this company starts many other actions for new generation students employment, with international business games and groups creation on many internet sites. L’Oréal devotion to the innovations in selection of employees was recognized by the target group – so, according to the last researches L’Oréal is the first option of graduated students who want to start an international carrier.”⁴

³ www.henkel.com

⁴ www.gmbusiness.biz

Very often opinion is that innovations are possible in big companies with big budgets, but the truth is that most radical innovations happened in small companies. Drucker (1999) “states that innovative organization are different because of their structure, business and characteristics. Also, they are different in philosophy of management. But, they have something mutual:

- Innovative organizations know what “innovation” means
- Innovation organizations understand the innovation dynamism.
- Innovative organizations have innovative strategy.
- Innovative organizations know that innovation requests specific aims and measures.
- Management, particularly top management, play the different role and have different approach in innovative organization.
- Innovative organization has its own organizational structure
- Innovative strategy starts with a question ,’What is our job, and what our job could be?’“ Innovative strategy surveys the new and different, see the future, and create it, in accordance to its own vision. Innovative strategy always has some risk.”⁵

Good vision does not give hope, only, it motivates at the same time, helping to avoid the resistance to something what is necessary. Naturally, one should not be afraid of mistakes, because, even the biggest make mistakes:

- “There is no any sign that nuclear energy will ever possible” Albert Einstein. 1932.
- “Everything what can be discovered was already discovered”, Charles Dewell, Director of U.S Patent Institution, 1889.
- “640K memory should satisfy needs of everyone”, Bill gates 1981.

We hope that society will recognize the benefit of these innovations.

Education, development, and innovations implementation is situated in a wider context of company strategic management. Transformation in education, human resource development and innovations implementation in strategic company activity, which is leaned on cooperation between key actors in a process, provides the proper information for strategy and plan forming and their operationality, with estimation of the accomplished results.

3. CONCLUSION

Innovation is in fact the change of people (their conscious state), but you change them in such a way that you change their behaviour and attitudes. Also, the changes are produced by communication. The communication is not only the part of innovation process, it is complete innovation process.”⁶ So, we can not avoid or neglect the environment influence on innovations. Do our environment understand the need for innovations or will it accept it? Of course, it is one risk more, which are hold by the innovations. The changes could not be dictated, they must be interpreted to the people in a proper way, to make them capable to understand them. They have to understand the reasons of innovation involvement, especially from the personal point of view (personal approach). They have to know what they personally get with these innovations.

Innovation as the final result of innovatory is an important direction in business strategy and it never ends, because there is no possibility as the unlimited and sustainable advantage in comparison to the competition. At the moment of discovery of something new what gives the advantage is an automatic signal for thousands of entrepreneurs to imitate or persuade in that. So, the only way to be a leader – is continuation of idea accomplishment.

Successful managers are intelligent and spiritual persons who have the developed sense for playing the game and win it, but they do not use forbidden moves. They feel strong tendency to solve the problems, they have knowledge, independent and flexible opinion, ready to learn and accept new ideas and innovations.

Consciousness on power of innovation implementation provides us a choice of the most suitable learning activity in order to strengthen the weak phase in the cycle of organization functioning.

Progressive visions on innovation implementation approves that some changes, even painful, will be necessary, but also, it will bring concrete benefit and satisfaction for innovators, organization and community.

⁵ Drucker, P. F. (1999) *Management: Tasks, Responsibilities, Practices*, Butterworth-Heinemann, Oxford

⁶ Miodrag Kostić – eMagazin br.35 www.poslovnaznanja.com

REFERENCES

- [1] Drucker, P.F., Menadžment, Zadaci, Odgovornosti, Praksa, Butterworth-Heinemann, Oksford, 1999.
- [2] Lojaničić, R., Menadžment ljudskih resursa, Internacionalni univerzitet Novi Pazar, 2008.
- [3] Stošić, B., Menadžment inovacija, ekspertni sistemi, modeli i metodi, FON, Beograd, 2007.
- [4] Vranešević, T., Dvorski, S., Dobrinić, D., Staničić, S., Inovativni marketing, TIVA, Varaždin, 2008.
- [5] Webber, A.M., Harvard Business School Press, Boston, Massachusetts, 2001.
- [6] <http://en.wikipedia.org>
- [7] www.gmbusiness.biz
- [8] www.henkel.com
- [9] www.poslovnaznanja.com

BUSINESS MANAGEMENT IN CRISIS

Lojanić Radojko¹, Lojanić Darko², Lojanić Ivana³

¹Faculty for management in traffic and communication, Berane, Montenegro

²Sports Academy, Belgrade, Serbia

³City mail

Summary: Possible solutions of companies in crisis are considered in this paper. These solutions are based on the whole line of measurements depending of the crisis type, location of the crisis and other facts. All crises require formulation and developing of strategies, which will enable high quality of problems solving that, are brought by crises. Different crisis types impose the choice of strategy, which should defense a company in public. Every change has different manifestation. It is not enough only to track changes in the region, company could not prevent everything and therefore it should be prepared for possible conflict and crisis situations.

Key words: crisis, company, management, strategy

1. INTRODUCTION

Assumptions for introducing the crisis management in the company are recognizing and identifying of crisis symptoms, uncovering causes of the company crises in general, and especially in conditions of world economic and financial crisis.

Work in business environment causes the work in organizations under consider pressure of changes that often are brought by crises. The great number of crisis is consequence of insufficient and inadequate adaptation to changes in companies that do not pay enough attention to events in the surrounding. Every crisis requires formulation and developing of strategies, which will enable high quality of solving problems brought by crisis. Different crisis type imposes the choice of the strategy that should defense company in public.

Understanding the problems caused by crisis is the main prerequisite of its successful solution. Therefore is necessary to lead information successfully, which come from all sides in crisis. Considering that information is more accessible, it should be taken care of the seriousness of content and authenticity of all information.

Managers, who are responsible for crisis management, spend a lot of their precious time in solving the crisis, but the rest of the staff should not stop the work and all every day activities must be continued without disturbing.

2. BUSINESS MANAGEMENT IN CRISIS

Crisis management should be useful for accounting information system, which represents relevant subsystem in the entire business information system in the company. Whit realization of the accounting procedures in business books, the date base is formed, which is useful foundation in creating of many accounting reports that are intended to internal and external users.

Reports, intended to crisis management in the company for needs of business and financial decisions, could be different in form, content and delivery deadlines. Elementary accounting reports from financial accounting

such as company balance for needs of crisis management are additionally prepared and as the topic of analyzing, those are separately represented to top managers and administrative committee in the company. Beside the official accounting reports from the financial accounting service (balance and success sheet, cash flow, tax balance, and consolidated account), which are separately prepared and represented, all business services or sectors of the company should prepare their own reports to crisis management in the company. That could be special balance and strategy reports, internal balance sheets, success, and special calculation of the prices of output costs. Financial reports (from accounting responsibility) are generally based on reports of performances in all narrow organizational units- segments of company and particularly on special reports. All reports from sectors and services could have controlling and dispositional role observed from management activity aspects.

Expert reports, which include informational content based on the originated value flow in company, in the most cases have the role of controlling tool in the mark of company's goal achievement or planned tasks in general. Those reports from expert services that include planned value flow in the company or its segments get the role of dispositional tool in management's activities.

Every change has different manifestation. Only tracking the changes in the region is not enough, the company cannot prevent everything and therefore it should be prepared for possible conflict and crisis situations. Planning of communication activities before the crisis could bring¹:

- prediction and identification potential crisis situations
- creation of team that will coordinate the situation
- reorganization of aimed public in crisis positions
- creation of communication strategies and tactics
- determination and creation of effective ways of communication for aimed public hit by crisis and reducing damages in company's reputation
- testing and adopting communication plan
- determination and training of public relations managers
- preparing and creating the crisis centers for communication
- preparing check list for eventual crisis and main information about the company

Properly behavior of the company in the new situation requires timely planning. In this way, the creating of the bigger crisis should be avoided, which comes because of common dealing of technical/ economical and human/social factors, we strongly recommend that each company should form crisis portfolio. Company should choose at least one crisis from the whole family and to build up strategies for its overcoming. As the other parts of the family are connected to each other, preparing for one crisis in each family makes the overcoming of every other possible.² In the access of planning in case of crisis, responsible people in company should be aware of risk that they take.

Nevertheless, any plan for eventual crisis that specific company prepares could only partly prepare the organization for it. Many authors put the accent in the relationship between organization and the problem when it comes to it, as the proper scale of the success. Each crisis is different therefore; it is hard to predict it. Even under the assumption that all crises has enough common characteristics the logical conclusion would be that in advance some basic direction could be placed in case of its coming.

Some crises are not predictive. However, it does not mean that the company should not have prepared strategies for their eventual coming. Preventive planning should include the next steps:

- communication plan that says who should inform who in the case of crises
- the company's behavior in the regard to information must be determinate, which includes putting responsible for public relations. It should not happen that managers for public relations is not accessible
- informative material, such as description of products lines, production process, products must be prepared as well as the public announcement that can be added on the side depending of the crisis type
- having the regular training should provide teamwork of crisis staff and their checking that could give the answers if the responsible employers for the crisis are capable for timely and properly reactions when it comes to crisis. It is important to train people for applying communication plan and practice the measurements that are necessary in those situations. That includes top managers above all and then employees responsible for public relations.

Crisis planning develops strategies that purely define procedures, which are justified to overcome each realistic problem. In ideal situations, nothing should be left to a chance. Crisis plan should be universal and

¹ B. Novak, Crisis communication and management of danger, Binoza Press, Zagreb, 2001

² Senic, R., Crisis management, BMG, Beograd, 1996

extensive as much as it could predict catastrophic situations that could happen by night as during the work time as well even at the weekends and when the employers are absent because of holidays. Plan should be extensive, confidential and resistant on unpredicted hits.

Many companies avoid simulation of realistic situations because of the bad news, but danger that panic could happen is realistic, too. Many companies are sensitive considering that they are aware of what could happen but it is not significant to make it official in this situation. However, it is necessary to pass through preparing even if they are hard and painful it could make employers more certain in such situation.

There are many problems that could appear and the company should count on seriously.³

- mass panic that could destroy even the best plans
- too many people involve who want to be heard
- anger and dissatisfaction with the great interest of media
- spiteful assumptions and speculations about the reasons that could satisfied the media and personal motives
- underestimating the proper level of public interests
- not prepared in asking for help
- infringement of actor advices “friends of company” who would like to help
- allowing attorneys to lead situation of problems solving
- giving impression of “loosing” or “dragging” time to get benefits
- public relations managers should inform public of what they know as soon as it is possible, because in the cases of big crisis that could bring a lot of panic and fear, organization should communicate with public more often. Revision and refreshing information should be constantly in determinate rule with which the media representatives should be introduced (every half hour, hour or two...). Especially, to be quiet about the problem or dragging the answer should be avoided.

3. SOLVING THE CRISIS

Solutions of the crisis in company means taking the whole line of measurements depending on the crisis type, location where it began (extern or intern) in one or more parts and other facts.

Strategy crisis management is mainly placed at disposal three possible ways of actions through next strategies:

- retreat (disinvestments)
- consolidation (investments)
- reconstruction (offensive strategy)

From the aspect of operative crisis management dealing with the company’s crisis means using the suitable measurements, single or common, in increasing requests, production, selling and incomes from selling from one side and calculated measurements in decreasing costs using suitable techniques in company’s costs management at the other side.

Crisis management for repairing liquid state of company has an assignment to remove the causes of current illiquidity with suitable measurements. However, there are many difficulties in confining measurements and dealing activities in preventing the crisis and “regular” steps calculated of the realization of the basic economic goals and success of the company in general. Nevertheless preventing the crisis in company gets the special place in suitable strategies and tools that could be used in achieving this special goal- goal to prevent the company’s crisis.

Solving the crisis is related to all measurements and activities of crisis management whose goal is to overhaul the company successfully and to continue the successful business or to force closing through the process of insolvency. There is no doubt that the priority is given to overhauling the company because of the interest of stakeholders. Overhauling the company means to make some specific business-financial decisions that refer to:

- determinate overhauling goals
- choice and realization of suitable strategies
- taking suitable overhauling measurements in realization of the overhauling projects and programs

³ Antoni, D, Public relations from A to Z, Adizes, Novi Sad, 2005, page 111-112

Indisputable is that the overhauling the company includes the wide area of measurements and management activities of the crisis staffing the company. Depending on which functional area is the source and the crisis type, suitable strategies should be choose as overhauling programs, projects and measurements.

So, certain solutions (reconstruction in decreasing business costs or means) in other words preventing and overhauling the crisis assume using basic, special, test, dispositive financial reports from managers or from crisis management of the company.

Successful solutions of the crisis become social useful resource. As managers for public relations make communication avoiding the conflicts and crises or at least overcome them, then their company would be more successful. It could further imply increasing of the social products and higher income per inhabitant. Therefore, public relations, beside the financial implication and flows, are the key element in developing the company and the society as well.

In crisis conditions of doing business, managers should create products and process that could bring them to absorbed products. In these process managers could need expert support from different science areas and especially from the area of impute measure, in other words to balance the costs of recourses that appear for the first time. Those skills are needed from the moment of absorbing the products, from the phase of its outlining, during all "incoming" phases to after selling services and leaving the production of concrete products.

In conditions such these, it is significant to identify the relation causality between no financial data and costs. In that sense, crisis management (with accounting management) explored and developed special instruments to track activities' costs in specific process.

4. CONCLUSION

The foundation of crisis management is its planning, predicting and planning what could happen. Public relations in crisis include activities that refer to possible action in preventing such situation. The role of public relations in solving crisis is to show the situation to public timely, transparently and truly and to ensure complete and continuing informing, to announce all available information even if the situation goes in unpleasant and unwished way, and to show their effort in controlling remove and reduce potential consequences.

It is certain that the crisis plan would make possible that company could have showdown with sudden crisis and give an opportunity in avoiding difficulties in media communication, but the experience and practice demonstrated that each crisis point out different problems and segments in the company. Different types of crisis could hit one company or organization but the main rule of behaving in crisis is same for each. Details could surely depend from the circumstances and the nature of the crisis.

The most crises could be predicted, so it is possible to be prepared for it even the duration and intensity of it is not predictable category. Public relations should provide and make the constant influx of information even when the situation is not changed does not go in wished direction. By transparency and long termed activities, company demonstrates that the safety of individual (costumer) and wider group (social community) are its priority.

REFERENCES

- [1] Antoni, D., Public relations from A to Z, Adizes, Novi Sad, 2005.
- [2] Adidzes, I., Management in company's life cycle, Beograd, 2003.
- [3] Novak, B., Crisis communication and management of danger, Binoza Press, Zagreb, 2001.
- [4] Senic, R., Crisis management, BMG, Beograd, 1996.
- [5] www.ncrel.org
- [6] <http://www.utexas.edu/academic/cte>
- [7] <http://www.isotc176sc2.elysium-ltd.net/QMP.html>

DIGITAL ECONOMY

Mandić Mirjana

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** Digital economy brings many opportunities for developing countries and transition countries, but also creates a number of problems and limitations. General characteristics of digital economy are information, knowledge, and speed. In a traditional economy, companies are using the physical resources to create products, i.e., new values, and in the digital economy they are focused on real time information, using knowledge of consumers about the products and their purchase through website communication, and presence in cyberspace on the basis of partnerships with suppliers and agreements with other producers in the creation of businesses with the most productive and effective behavior, where physical space is replaced by virtual one. Thus, the digital economy enables promotion of development and increasing of competitiveness among the participants in the economic operations, and the information society provides a higher quality of life and work, creating new and better jobs. This document aims to address the information management in the digital economy.*

***Key words:** characteristics of the digital economy, the cyber economy, the growth of digital economy*

1. INTRODUCTION

Digital economy is based on electronic transactions via Internet or other electronic channels. Its main characteristics are flexibility, cooperation, and high speed of interaction between the individual subjects of the value chain. Digital economy leads to faster reorganization of company's resources of and creating of the new values and business models, which responds to the needs of demanding consumers. According to many predictions of the end of last century, the Internet is seen as a tool that will introduce a "revolution" in modern business, at that time the terms "new economy", "digital economy" and "internet economy" appeared for the first time. Today, we are adjusting to the trend of the new economy, i.e. we live in a digital economy.

2. GENERAL CHARACTERISTICS OF DIGITAL ECONOMY

Digital economy enabled the efficient targeting and personalization, i.e. application of targeted and one to one marketing, by custom-targeted segments and individual customers. According to this, it is possible to build stronger relationships with the relevant segments (digital community of consumers), to individual consumers and business partners. Thanks to this, digital economy provides a brand new dimension to consumers and challenges companies even more bearing in mind the fact that customer is no longer the "king", but became a "dictator" who could terminate any relationship with the company in the network in one click. In that sense, this is something that companies dealing business on the Internet must adapt to and be ready to provide respond to the increasing challenges placed before them by consumers that are more sophisticated.¹ According to Fingar and Aronica, digital economy has raised the following challenges that companies face:

¹ Dien D. Phan E- business development for competitive advantages: a case study Information & Management, 2003 p. 154

- Reengineering processes in the whole industry in relation to reengineering of the company's business processes,
- Redefining of sale's border within the industry (direct sales without retailers),
- The emergence of the new industries,
- Repositioning of the company in line with the new market requirements and new environment,
- Disintermediation (redefinition of existing supply chains and elimination of intermediaries)
- Intermediation (the creation of the new online markets)

The future of digital markets should belong to the market based principles of creating a common value of all participants and the collaboration between customers and suppliers. In that way, today's traditional-transaction markets evolve into co-operation (collaborative) with orientation on creating values. The main interest in digital markets is the ultimate consumers, so the vendors, manufacturers, and suppliers must turn to meeting their needs through personalization and creating of products or services adapted to them. It is certain that approach like this will be very appreciated by consumers, so they would be willing to pay a higher price for such products and services. In this way, the company will strengthen its brand image by enhancing the degree of the loyalty of consumers towards product of the company.

According to Fingar and Aronica, collaborative digital markets have the following characteristics:

- Dynamic and interactive relationships (customers and suppliers seeking a common solution, they enter into negotiation when they find appropriate products),
- Building relationships (through the exchange of information and development of trust, the client and suppliers are developing personalized products and service, which are the basis for the development of good relationships),
- Integral solutions in business cooperation (cooperation of suppliers in the digital market, each of them has specific core competencies, in order to realize the best possible solutions for clients)
- The offer is based on knowledge (collaborative digital markets offer the possibility of personal development of products and services based on the new knowledge).

3. THE ROLE AND IMPORTANCE OF CONSUMERS IN DIGITAL ECONOMY

Perhaps the most important feature of dealing business in the 21st century is the transferring of bargaining power in the value chain from producers to consumers whose needs and requirements dictate the success or failure of individual companies and their products and services. According to some opinions, it is appropriate to call 21st century, the century of consumers than the century of the technology.

Modern companies need to understand that their consumer are the power that generates the most of the current and future operating revenues and that they create value for the company, not the modern technological solutions. The goal of this technology in business is to link technology opportunities with what consumers want. The best business technology solutions harmonizing technological capabilities with the wishes and needs of people as consumers, rather than changing behavior of consumers in accordance with the new technological solutions (it is possible, but that is very hard work). Realizing that consumers are the major resource of the company, consumers are in the focus of all business activities of the company in order to create superior value for customers.²

The battle between the physical and Internet companies does not develop in the field of technology, but in the field of effective meeting the needs of consumers. Whether someone will buy books at many bookstores or the books may be ordered through library.com, does not depends on who has better Web site or faster Internet connection. It depends primarily of who better understands what consumers want and who can provide better and more efficient offer compared to their competitors, by building partnerships with suppliers and the organization of logistics system to support business operations.

4. TRENDS OF DIGITAL-CYBER ECONOMY

A new way of buying and selling is creating a new type of on-line customers that require fast delivery and simplified transaction and accurate information. Some 50% of Web traffic increase is generated thanks to users who connect from their homes. A large number of individuals spend more time on the Internet and thus transforms itself into potential customers. Spending on the Web in 2001 was 1% of global economy. Internet

² Antonio Argandoña, The new economy: Ethical issue, Journal of Business Ethics, Dordrecht, 2003, p.79

is growing faster than any other media in history. The Internet has gained 50 million users in 4 years. The four elements that force the cyber economy are the market, timeliness, behavior, and value. The main reason why the cyber economy became the central interest is the fact everyone love to buy as cheap as possible.³

Cyber Economy

- Trends of digital-cyber economy
- Digital economy became a central interest,
- Networked workforce takes the dealing
- The appearance of open corporative book
- Products become consumer's goods,
- The buyer becomes information,
- The emergence of experiential community
- Learning in real time, all the time

Cyber economy became a central interest

Internet is growing faster than any other media in history; it gained 50 million subscribers in just 4 years.

Four elements force the cyber economy:

- 1) Market
- 2) Timeliness
- 3) Behavior
- 4) Value

The main reason for the cyber economy became the central interest is that all love to buy cheap.

Networked workforce takes the dealing

As never before, employees and managers are linked to the company. Networked workforce caused the appearance of the following

- 1) Digital managers with new skills and occupations,
- 2) New forms of human resource management
- 3) New organization

The appearance of an open corporative book

The company is becoming as an open book: marketing is oriented towards the consumer and customer care, in the network customers directing behavior of enterprises in the network of the future, and the one who carries knowledge has power, which encourages all other companies to break their products to higher standards. Strategy of an open book accepts and state too.

Products become consumer goods

Any person can buy anything from anyone at any time. Chain in merchandise turnover is reduced - sublimation trade.

The buyer becomes information

In the new economy, the buyer becomes information. Namely, each visit to a Web site leaves traces - shadow of the buyer. These data are collected, and based on them it is possible later to predict customer behavior. For analyzing of the customer, technology such as collaborative filtering and prediction models are used.

The emergence of experiential communities

Collected experience i.e., practice is becoming an expert opinion, experience is collected in real time, a colleague-to-colleague, a friend-to-friend.

Learning in real time, all the time

Online education means that the school is becoming something that is happening, not something where you go. The difference between students between 18 and 21 years and older who acquire those skills in nontraditional ways is reducing – by gaining a professional certificate or by training to improve business skills. Students will not buy education, but the best way to get this education.

³ F. Kotler, Kako kreirati, ovladati i dominirati tržištem Novi Sad, p. 136

5. MANAGING THE GROWTH OF DIGITAL ECONOMY

The growth of digital economy is very large and very fast and the reasons for that is:

- Lower cost of network communication through Internet technology,
- Software applications that allow businesses to communicate over the network infrastructure
- The relationship between electronic markets and through electronic networks,
- The appearance of digital products in the mutual co-operation enables the efficiency and liquidity,
- Legal frameworks for business communications through cyberspace

Service information and sales of the physical products over the Internet is present in digital economy. Therefore, we have two types of companies: **digital and physical**.⁴

Digital are Web based, as the most representative we may mention Yahoo, whose products and services are digital and are delivered via the Internet. Moreover, their cost of sales are made in Internet connectivity, Web hosting, telecommunications, computer hardware, and software development, and paying for Web site operations in digital form allowing access to and interconnection with other companies.

Physical, the companies sold products in physical form as books, CDs, toys, jewellery, and other products that are delivered to consumers. The costs of sale generated by physical companies encompass costs of sales of products and equipment too.

6. MONTENEGRO AND THE DIGITAL ECONOMY

The question is whether in Montenegro, due to the low level of development, can be discussed on the IT economy (synonym to digital economy)?

There are three main reasons that give us the right to do that:

- A large number of mobile phone users. According to data provided by Monet and ProMonte, percentage reaches 95% and up to 107% in summer. Such penetration is found only in highly developed countries of Western Europe.
- 130 000 Internet users (19% of the population)
- In Montenegro, according to data, last year were sold some 10 000 PCs. According to the available information, up to 40% of households owns a PC.

If we add to this an aspiration of Montenegro to become an EU member, where certain rules and systems of information economics are already applying (EDI, SWIFT, E-Commerce, etc), that is enough to consider Montenegro as the information society.

7. RESUME

The concept of digital economy and new economy is the result of technological advances of the information sector and communication technologies, i.e., spreading of computers in exchange of information between businesses, universities, and individuals. Information management in the digital economy requires the creation of computer information systems, through which information can be easily transferred to anyone who needs information.

Possibility of online shopping, online hotel reservations, choice of tourist travels, reservations and purchase of airline tickets, makes people more efficient and effective using a Web sites belonging to companies.

Although the digital economy brings a prejudice and a certain dose of uncertainty, the possibilities are far greater than in traditional businesses, as well as the ultimate effects of the business. For companies that want to operate in the digital environment, we believe that it is necessary to understand the basic characteristics and factors that determine the business in the digital economy, and consumer's behavior in the Internet environment.

⁴ Antonio Argandoña, The new economy: Ethical issue, Journal of Business Ethics, Dordrecht, 2003, p. 65

REFERENCES

- [1] Argandona, A., The new economy: Ethical issue, Journal of Business Ethics, Dordrecht, 2003.
- [2] Phan, D.D., E-business development for competitive advantages: a case study Information & Management, 2003.
- [3] Castells, M., Uspon umreženog društva, Zagreb, 2000.
- [4] Kotler, F., Kako kreirati, ovladati i dominirati tržištem Novi Sad

LEGISLATIVE ASPECTS OF MONEY LAUNDERING PREVENTION

Milošević Milan

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,
milan2003@nadlanu.com

***Summary:** Adopting law restrictions on preventing money laundering and financing terrorism by the end of 2009, represented one of the preconditions and priorities set into so called „mane nyma (road map)” for abolishing visa regime with European Union. Besides, by adapting this law and institutional frame was created for efficient struggle against money laundering, which will contribute to better protection of economy subjects' business and undoubtedly improve the environment for domestic and foreign investments. Legislator has made a decision to make a unique law to regulate and prevent financing terrorism. This kind of solution is common to parallel law, as these two phenomena are very similar and are based on financial transactions for criminal purposes. Starting from this, in this paper, we will pay attention to aims of bringing this law, to some basic law institutes and characteristic individual lawful solutions, to problem tax payers and prevention of money laundering, and especially to Management for Money Laundering Prevention.*

***Key words:** Economic conditions, financial sector, money laundering prevention, EU standards, harmonization*

1. INTRODUCTION

By adapting Law on money laundering prevention and terrorism financing and its changes and additions by the end of 2009, institutional frame was created for efficient struggle against money laundering. This will inevitably contribute to better protection of economy subject business and improve the environment for domestic and foreign investments. Besides, bringing this law represented one of the preconditions and priorities set into the frame of so called „mapa puta” for abolishing visa regime with the European Union.

Legislator has made a decision to make a unique law to regulate and prevent financing terrorism which is common to parallel law also. Namely, these two phenomena are very similar and are based on financial transactions for criminal purposes. Thus, money laundering means using money gained by criminal activities, while financing terrorism means using money to perform criminal activities. Financing terrorism is often called „reverse money laundering” or „getting money dirty”, bearing in mind that financing terrorism often uses money from legal sources. [3]

Starting from this, in further text we will shortly consider the aims of bringing the Law on preventing money laundering and financing terrorism, then explanation of some basic legal institute and characteristic single solutions included in the Law, then the problem of tax payers and prevention of money laundering with special attention to Management for laundering money prevention with the Ministry of Finance, which represents financial intelligence service of the Republic of Serbia.

2. AIMS OF BRINGING THE LAW AND EXPLANATION OF THE BASIC LAW INSTITUTES

The Republic of Serbia is in obligation to coordinate its law legislation with the conventions of the United Nations and European Council, and thus as follows: UN Convention against illegitimate distribution of drugs and psycho resistant substances from 1988, (Wien Convention), Convention against laundry, investigation, seizure and confiscation of finances gained by criminal activities and Convention on Terrorism Financing of 2005, (Warsaw Convention) and International Convention on preventing terrorism in 1999. The same applies for Directive 2005/60/EC of the European Parliament and Council on preventing using financial system for purposes of laundering money and terrorism financing from 2005, (Directive EU).

International standards in this area were prescribed by „Financial Action Task Force on Money Laundering“ – FATF. This task force inside its authority, brought a document called „FATF 40“, a recommendation against money laundering and 9 special recommendations against terrorism financing“, which represents a basic international standard in the stated sector and based on which international organizations make assessments of coordination of national systems for prevention of money laundering and terrorism financing. Mentioned document represents a base on which activities of Moneyval are based – a European Union organ which deals with assessments of coordination of national systems for preventing money laundering and financing terrorism of the states members of the European Council with international standards. [1] Besides Serbia other members of the Moneyval are: France, Montenegro, Bosnia and Herzegovina, Slovenia, Macedonia, Croatia, Albania, Russia, Yemeni, The Ukraine, Moldavia, Aserbiezan, The Check Republic, Slovakia, Lithuania, Leetonia, Estonia, Bulgaria, Hungary, Lichtenstein, Malt, Monaco, The Netherlands, Poland, Russia, Romania, Andorra, San Marino and Cypress.

Starting from the definitions included in international standards, this Law firstly defines money laundry and terms connected to terrorism. (Terrorism financing, terrorist act, terrorists and terrorist organizations), which is an important innovation in our legislative. Thus, according to this law's regulations laundering money assumes: 1) conversion or transfer of the money made by criminal activities; 2) covering up or incorrect data given regarding real nature, origin, existing place, moving, disposal, ownership or rights connected to the assets gained by performing a criminal act, and 3) gaining, keeping or using assets made by performing a criminal act.

Legislator gives authentic interpretation of some terms which are used in this law. Considering perceived problems in interpretation of some terms in today's practice, Law closely defines such terms: „cash transactions“, „personal documents“, „official documents“, „information on party activities“ etc. Some new definitions were given, which were the result of coordination of the legislation of the Republic of Serbia with the Directive of EU („quasi bank“, „foreign functioner“, „real owner“, etc). Thus for example, „business relationship“ is a relationship between a party and a person with obligation based on a contract in connection with performing activities with a person with obligation, which in the moment of activation is expected to last.

It is also considered as „real condition of economic society, or other legal party“: 1) physical person, who is directly or indirectly the owner 25% or more business share, shares, voting rights or other rights, based on which he participates in management of legal person, or participates in the capital of legal person with 25% or more share or has a dominant position in managing assets of legal person; and 2) physical person, who enables means to economic society directly and by that has the right to influence decision making of economic society managing organs while making decisions about business; etc.

3. OBLIGATORS IN PREVENTING MONEY LAUNDERING AND OTHER RESPONSIBLE ORGANS

By Law, subjects who are obliged to enforce measures for revealing and preventing money laundering (obligators) – and in accordance with the mentioned EU Directive are specially defined. Specifically, obligators are: 1) banks; 2) licensed exchangers; 3) societies for managing investments funds; 4) societies for managing voluntary pension funds; 5) financial lising suppliers; 6) insurance companies, insurance middle-man companies and individuals, who are licensed to do life insurance business; 7) persons who do postal traffic; 8) broker-dealer companies; 9) organizers of special lottery games in playrooms; 10) internet lottery game organizers or telecommunication lottery game organizers; 11) revision companies; and 12) licensed revisers.

Obligators, as interpreted by Law, are also considered to be entrepreneurs and legal persons who do following activities: 1) mediating in real estate business; 2) accounting services ; 3) taxpaying obligation advices; 4) mediating in credit business and loan giving; 5) factoring and forfeiting; 6) giving guarantees; 7) offering

money transfer services (for example Western Union services) . Finally, the Law enforces obligation for layers and layer partner organizations to enforce activities and measures for preventing and discovering money laundering and terrorism financing.

It is concluded that among obligators for enforcing measures in the sector of preventing and discovering money laundering activities and terrorism financing stock markets and travel agencies are not included anymore, which is totally justifiable. Besides, legal of physical persons who generally belong to obligators, and who perform the activities occasionally or in limited amount are not obligated to enforce activities and measures written by law if they fulfill specifically defined conditions. The purpose of this regulative is to decrease administrative obstacles for doing business which are consequence of enforcing measures in this area.

Law defines oversight organs that take care about its enforcement, as well as authorized organs to take measures in conditions when irregularity or illegal activities are discovered while implementing the law. More specifically observed, for performing oversight control on this law enforcement authorized are as follows: Taxpaying office, Market inspection, National Bank of Serbia, Commission for valuable papers, the Ministry of finance and telecommunications, Law Chamber and licensed Reviser Chamber. Oversight organs are obliged to inform the Office for preventing money laundering if they discover irregularities or each other if they discover facts which are important for their work.

In co ordinance with the EU Directive, Law explicitly forbids doing business with quasi banks or other similar institutions, for which we can reasonably presume that they could allow quasi banks to use their accounts. In that sense, a quasi bank is a foreign or some other institution which does the same activity, which is registered in the country where it does not perform its activity, and which is not a part of an organized financial group.

It is particularly important that a person who sells goods or performs a service in the Republic of Serbia must not from a party or a third person take cash for paying the services or goods if the sum is larger than 15000 Euros in RSD counter value. It is predicted that control over forbidden types of receiving payment for goods in cash which is larger than stated value, with legal and physical persons, is performed by Tax Payment Office and Market Inspection, in accordance with their authorities. It is evident that this kind of solution does not forbid cash business but only restricts it in a way that performing high and thus risky cash transactions aims to bearers of payment traffic (banks). In this way misuse of cash transactions for purposes of money laundry and terrorism financing is limited.

Finally, the law specifically orders that physical persons who pass state boundaries have to report to the authorized custom officer cash, checks, bills of exchange and other papers of value in the amount of 10000 Euros or more, which earlier did not exist as an obligation. Control of the obligation fulfillment is performed by an official custom organ, who is authorized to temporarily confiscate unreported means. Custom organ also has the obligation of supplying data to the Office on each report of physically over carried means of payment or an attempt of carrying over which was not reported in three day period. Custom organ has the obligation to deliver data to the Office on each carryover or an attempt to carry over physically transferable means of payment, regardless the amount (even when smaller than 10000 Euros), if there are justifiable doubts that laundering money or financing terrorism is in question.

4. MANAGEMENT FOR LAUNDERING MONEY PREVENTION

In line with their authorities, Management for Laundering Money Prevention receives the Ministry of Finance, gathers, analyses and delivers data, information and documentation to the responsible state organs. At their own initiative, Management can require data from obligator or other state organs if there are justifiable doubts connected to transaction or a specific person that that might be money laundering or terrorism financing and it can also be required from foreign financial intelligence services (FIS). Nevertheless, Management for Money Laundering Prevention was received into partner membership of an EGMONT group in the middle of 2003. It is an international organization FOS from 108 countries of the world, whose basic aim is to increase the level on international cooperation in preventing money laundering and terrorism financing. [2]

More particularly observed, in cases when in connection to the transaction or a person there are justifiable doubts that it is about money laundering or terrorism financing, The Office can start considering the subject (which means: to gather and analyze data, information and documentation) and at explained written initiative of the court, public prosecutor, police, safety offices (BIA, VOA, VBA), Tax Payment Office, Custom Office, The National Bank of Serbia, Commission for the Papers of Value, Privatization Agency, inspection organs and other authorized organs. But, management must refuse starting a procedure in the initiative of the stated organs justified doubts were not explained in a proper way so that it is about money laundering or (terrorism

financing). In that case the Management is obliged to inform the applicator of the initiative upon reasons for which it didn't start the procedure.

The Management is also obliged to deliver feedback information to the obligator, lawyer or state organ who informed it on the person or a transaction, connected to which there are justifiable doubts that it is about money laundering or terrorism financing. It is considered that this new obligation for the Management is prescribed for improving cooperation among the participants in the chain of organizations fighting against money laundering and terrorism financing. Further, it is strictly prescribed that the management can require data, information and documentation from foreign FOS for purposes of discovering and preventing money laundering and terrorism financing. Adding to this, in accordance with international standards, it is prescribed that the Management cannot further the data, information and documentation to other state organs without previous consent of the organs of the state which delivered the information to the Management.

The law also empowers the Management to deliver data, information and documentation to foreign FOS at their written and explained request or at their own initiative, when there are justifiable doubts that money laundering or terrorism financing is in question. The Management can, also temporarily prevent a suspicious transaction at FOS suggestion, and it can refuse given request from FOS if delivering the data could compromise their criminal procedure in the Republic of Serbia, or if it considers that in the specific case there are no justifiable doubts. Obligation for introduction of such a solution was introduced in the Warsaw Convention Decree.

On the other side, the Management can require temporary termination of a transaction from FOS if there is a justifiable doubt that this transaction or a person has something to do with money laundering or terrorism financing. Finally, the Management can specify conditions and limitations under which FOS can use the data, information and documentation which are delivered by the Management.

5. CONCLUSION

Laundering money is still new and controversial legal matter. We talk about a phenomenon by which a line of hardly measurable negative effects on economy flows is performed. In the present Criminal law from 2005, money laundering was placed in the part for criminal activities against economy. Undoubtedly, money laundering has negative effects upon economy flows, especially upon financial sector, for which this is basic protective object of that criminal activity. Nevertheless, it has even much broader negative effect upon the society as a whole as its basic purpose is covering up of other serious criminal activities – especially their organized forms, and continuing activities with no fear of being discovered.[4]

Improvement of existing system of discovering and preventing money laundering (and terrorism financing) was basic aim of bringing up the law on preventing money laundering (and terrorism financing) in 2009. By coming into power, this law stopped important regulations of previous laws to be active, on preventing money laundering (from 2002, and 2005), but existing resources were preserved with authorized state organs. This specially refers to the Management for prevention of money laundering Ministry of finance.

Coordinating lawful procedures on prevention of money laundering with international standards was also one of the aims of legislator at this occasion. Namely, permanent decision of our country for partner membership in the European Union inevitably imposes the procedure of harmonization of legal order in this sector, or processes of coordination and adjustment of domestic regulations with the requirements and standards of EU.

This law prevents misuse of cash transactions for purposes of money laundering and terrorism financing; by forbidding a person who sells goods or performs a service to accept cash as a payment over 15000 Euros in RSD counter value. This kind of a solution has a base in parallel law. Thus in Belgium in 2004, introduced the limitation that a merchant cannot accept cash payment for his goods if the amount is bigger than 15000 Euros. Macedonia and Slovenia also introduced limitations of cash payments in amounts larger than 15000 Euros, and the same was done in Italy in 1991.

Finally, by protecting safety of economic business, and in accordance with the EU Directive, it is forbidden to open and lead anonymous accounts, savings books on code or bringer, or performing other services which directly or indirectly enable covering up the identity of a party and business with quasi banks and similar institutions.

REFERENCES

- [1] Gilmor, V.S., *Dirty Money: Developing international measures for struggle against money laundering and terrorism financing*. Belgrade: Signature, 2006. ISBN 86-83745-59-7.
- [2] Diergarten, A., *Der Geldwaschveracht : Gezielterkennen*, Stuttgart : Deutschersparkassenverlag, 2007. ISBN 3-09-300107-2
- [3] Milovanovic, M., *Actuel moment in creating system for struggle against money laundering and terrorism financing*, *Safety Review*, nr. 5/2007, pg. 5 - 18. ISSN 1452-9335
- [4] Milovanovic, M., *Laundering money: some open questions*, *Safety Review*, nr. 5/2008, pg. 32 – 36. ISSN 1452-9335
- [5] Milovanovic, M., *Controversies in public connected to money laundering*, *Safety Review*, nr.. 1/2009, pg. 28 – 33. ISSN 1452-9335
- [6] Mitrovic, P., *Challenges in enforcing the new Law on preventing money laundering and terrorism financing in Montenegro*, *Montenegro Review for criminal law and criminal politics*, nr.1/2008, pg. 231 - 245. ISSN 1800-7090
- [7] Rott, K., Schmitt, H.J., *Geldwaschveracht – Gefeerudungsanalyse und Rescarch*, Stuttgart : Deutschersparkassenverlag, 2006. ISBN 3-09-301377-1

INTERNAL REVISION IN FUNCTION OF PUBLIC INTERESTS PROTECTION

Miljković Ljubomir

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** According to traditional understanding, basic role of internal revision is expressed in supervision of accounting system functioning and system of internal controls, in the sense of their compatibility with adopted policies and company procedures, as well as evaluations of their efficiency, effectiveness and economy. But within a time, positive effects of internal revisors work have brought to their authorities extension and to help promoting company functions not directly connected with the accounting. Internal revision is existing for long time worldwide. Emphasizing the problems that companies in country meet, it is obvious that there is clear necessity of internal revision development. That is why it is necessary law and organizational assumptions to exist.*

***Key words:** internal revision, internal control, privatization, accountance reports, state revisory institution.*

1. INTRODUCTION

In the modern and developed market economies it is often mentioned that the market is very subjective instrument that is not forgiving business mistakes. Namely, every potentially wrong business decision has it's own "price" that must be paid on the market. Because of that, wrong business decisions should be avoided, management should be based on real and objective, i.e. true informations. In context of those informations, it is necessary to appoint that accounting, i.e. financing informations embedded in the financial reports, have significant importance. With emphasizing the reality and informations objectivity, revision problematics is implicitly coming to an analysis. In connection with this, an issue is raised – which is exactly the role of revision in market economy in conditions of liberalization and globalization. Revision is primarily, protecting interests of the capital owner, then helps in acquiring of additional capital and as already mentioned, insures real and objective informations for the management. That is why it is often mentioning that revision is very important assumptions of entrepreneurship. After democratic changes in Republic of Serbia, that matter became very significant.

In our actual Law for revision, under term of revision is meant act of examination and evaluations of financial reports, based on which is given expert opinion of reality and objective state of property, capital, obligations and company business. Besides, revision can includes examination and evaluating business, organizing business functions, ways of bringing business decisions and functionality of informations system. Afterwards, evaluation of solvency and special scores. In the aspect of basic revision types, it is possible to discuss for differentiating business and financial revisions, as well as differentiating commercial from state (public) revisions. But, the most frequently under term revision it is meant revision of financial reports done by external revisors (revisor companies) and they are usually in our conditions called commercial revisions.

Basic features of internal revision is the one to have "3E" for the issue in revision called "revision of economy, effectiveness and efficiency". It is also possible to exist even "4E", the fourth one is fairness. With this, the range of internal revision is extended, in order to:

- 1) include evaluation whether the business practice, procedure is appropriate or is only for assessing volume in which the procedures are proceeded and

- 2) in revision it should assess and procedures which are not accounting, financing and administrative, with otherwords – the procedures supporting even technical operations.¹

2. ESTABLISHING INTERNAL REVISION IN PUBLIC SECTOR

Legal person can provide, and in the law, in certain cases, is obligatory to provide, internal revision with task to examine, evaluate and follow adequacy and efficiency of accounting system and system of internal controls, in accordance with the law. The system of inter controls includes procedures and acts that leadership of legal person confirmed in order of providing clear and efficient bussiness of legal person, adherence of confirmed management policy, holding integrity with means, holding and discovering criminal activites and mistakes, use of law regulations, correctness and completeness of accounting evidences, as well as timely assemblage of trustful financial informations.²

Under the subject of revision in the public sector, establishing internal revision in accordance to this Regulations, is meant:

- Direct budget means users (KBS);
- Organizations of obligatory social insurance;
- Public companies founded by Republic of Serbia, i.e. autonomic regions, municipalities, city of Belgrade;
- Legal entities established by those public enterprises;
- Legal entities on which Republic of Serbia, i.e. local authorities has direct or indirect control with more than 50% capital and more of 50% votes in the management board and
- Legal entities in which public means are more than 50% of total income (public means users).

Two or more KBS public enterprises and other legal entities can organize joint unit for internal revision. In extreme cases, when there are no conditions for organization units for internal revision, internal revision activities can be done by internal revisor at one or more revision subjects.

Internal revision is processed in accordance with International standard of internal revision and regulations under which internal revision is organized in Republic of Serbia. Leader of revision subject is responsible for establishing and providing conditions for adequate functioning of internal revision in accordance with Law and Regulations for internal revision. It can form revisory board as council body for questioning of internal control issues and internal revision, which jurisdiction and contents are determined in accordance with International standards of internal revision.

Internal revision unit and internal revisor are independent:

- *functionally* , what is obvious in independent planning, processing and reporting about finished internal revisions and
- *organized*, meaning independence in respect to the other parts of revision subject.

It is worth mentioning that units for internal revisions and internal revisor are directly responsible to the leader of revision subject, but are also protected in the way that they can not be fired or transferred to another working place because of exposing facts or giving references concerning the internal revision.

Revisory process in individual revision contains following parts: planning revisory task, control check, reporting and following activities of given references.

Revision is done by: system revision, adjustment revision, financial revision, revision of information technologies and analysis.

Internal revision helps revision subject in achieving its goals by use of systematic and disciplined accessing activities evaluation, such as: identifying and risk evaluation in revison subject, evaluation of adequacy and financial management system efficiency and control, and providing references for activities increasing in revision subject.

Obligation of the leader of internal revision and internal revisor to keep in secret the data and informations given in the revision process, except if law is not determining differently upon those issues.

The leader of internal revision and internal revisor have to possess appropriate knowledge in order to recognize the indications of frauds and presence of some conditions for enabling frauds. It is foreseen an act in the case the leader of revision subject does not process with necessary actions during the information for identifying fraud indicator.

¹ M. Andrić, D. Jakšić, magazine Revizor 32/05

² Law on accountance and revision, art.29, Sl. glasnik RS", nr. 46/2006

Internal revision is processed according plans: strategy plan for period of three years, by which strategic goals of internal revision are met, based on long-term goals of revision subject; annual plan which is prepared on the basis of annual strategic plan, approved by the leader of revision subject. Changes of strategic and annual plans are done on the risk assessment basis; individual plan revision describing subject, goals, revisory access, techics and volume check. After the finished revision, revisory report is to be prepared, containing resume, goals and revision volume, findings, conclusions and suggestions, detail report, as well as revision subject leaders comment. The leader of revision subject decides how he (she) will process concerning the recommendations from the revision`s report and does activities for recommendations execution.

Revision subject is obliged to provide report about execution activity plan to the revisory team.

Leader of internal revision could decide whether to execute internal revision, with purpose perceiving degree of revision`s recommendation execution.

Internal revision of programs and funds of EU includes business check based on appropriate sample of characteristic costs for structural and cohesional funds, results of mentioned checks and providing certificates or declarations about finished project or program.

Revision of programs and funds of EU is processed in accordance with internationally accepted revisory standards, regulations of international agreements for using means and appropriate regulations from management areas and controls of structural, cohesional and pre-accessible funds of EU.

3. ORGANIZATIONAL POSITIONING OF INTERNAL REVISION

Up-to-date revisory practices in the developed countries point on various solutions in terms of locating internal revision in the company`s organizational structure, and in the terms of its inferiority and tasks volumes that are given. It is often reorganizing as department inside the accountance, which is subordinated to the leader of mentioned service. This organizational solution is result of the fact that firstly the internal revision of accountance showed-up. Internal revision is frequently locating in the financial sector and it is in jurisdiction of the financial director. Evolution of accounting internal revision in the total business internal, as the objective necessity of working independence has conditioned the organization of as independent organizational units of equal position in hierarchy with other organizational units, directly subordinated to the supreme company leadership (headquartes of the business leadership). The above mentioned is pointing that during organizational internal revision activities, a problem of its organizational status (department of some service or independent organizational unit) and its subordination issue (accountant leader or financial director or supreme business leadership) must be solved³.

Locating internal revision in accounting or financial sector threatens its independence and autonomy. Then it is directly subordinated to persons which work is controlled. That is the reason in contemporary theory of internal revision prevalents understanding that it must be modified as independent organizational unit of equally hierarchy state in company`s organizational structure with other unitsand directly subordinated to the highest business leadership. Desired working independence is achieved, and creates necessary authority. Linking internal revision to business leadership is logical because it is responsible for organization and internal supervision functioning in global. Direct contact of highest leadership and internal revision is very important for fast elimination of observed disadvantages. Primary goal for successfull work of internal revision is to be subordinated to the highest leadership, because only that way will be in its function and its instrument with company`s management.

4. INTERNAL REVISION IN SERBIA

Our economy is already few decades in transition process. This process started in years 1988 – 1989. Years that brought set of economic-systematic laws, among which were: the Law for companies and laws with which accounting and financial system is processing. Privatization process in initiated by law for ownership transformation. Besides all, and because of the known events (collapse of ex-YU, wars in the surrounding, sanctions, NATO pact bombing, etc.) privatization did not go with desired tempo. In these conditions there was not space for development of internal revision. This is emphasized because it is real to expect that with developing market economy, corporative forms od companies and appearance of new managerial alite, an economy ambient will be created where internal revision is real necessity of that management.

Nowadays political and economic situation is substantially different than twenty years ago. Privatization started to grow. Some big companies, such as ironworks companies, cement factories, breweries, tobacco

³ M. Stojilkovic, magazine "EKONOMSKE TEME" year of ex. XLIII, nr. 5, 2005., pages 159-166

factories, banks are privatized by big world companies. If assessed from the aspect of internal revision it is real to expect that their international management, according the experience, business practice and needs of originating companies, introduce also, and develop internal revision. That will enable developed countries positive experiences to be used for development of internal revision in our country. Besides, many big domestic corporations are transformed in shareholder companies. Responsibility of "top" management of the shareholders, complexity of control and management in conditions of rough competition in the country and surrounding will create managers need for using new instruments of supervision and management. One is the internal revision. On state and private faculties, especially in the last decade, a lot of experts went through, introducing the mentioned scientific disciplines, as well as the problematic of management and also internal revision. They present qualified expert potential, i.e. new managerial elite that will manage with big and medium corporations on modern way in the future. It is logical to suppose that in the process of control and management, used knowledge will be used, and supporting on the internal revision as one of instruments for efficient management. As already identified and point some meaningful factors contributing to the development of internal revision in Serbia (implementation of foreign experiences in corporate companies with majority of foreign capital, transformation of big business systems in shareholders companies, education of managers on new foundations), it is left to emphasize its expected role in the process of transition.

In order internal revision to successfully finishes its complicated tasks, it is necessary to permanently rise by training from theory and practices of supervision, management, etc. It is requested, from the internal revisions to possess with much greater knowledge from informatics and electronic data processing. Besides, organizational unit for internal revision will have significantly higher level in organizational structure of business system, and also greater respect in own surrounding.⁴

When discussing world experiences and tasks, it is possible to expect greater benefit:

- contributing to efficiency increase, effectiveness and economics of business of certain big corporations, and indirect benefit by that for national's economy development;
- protection of company resources – as significant obstacle of business criminal, various business anomalies and corruption, which are characteristic for all the societies in transition;
- promotion of company's accounting system, and accordingly quality rise of external/internal users business informing;
- rise of internal control functioning efficiency;
- costs decrease of external revision as consequence of cooperation with internal revision.

Mentioned expected benefits are in company's promotion function, what is primarily in management interests, but also in the other shareholders interests.

5. STATE REVISORY INSTITUTION IN SERBIA

State revisory institution is independent and autonomic state organ. The law for state revisory institution is adopted in 29.11.2005, and empowered from 29.05.2006. It is, besides other issues, processing also the revision on money spending from the republic budget, business of public enterprises, as well as organization of obligatory social security and local government units. This independent and autonomic state body is responsible solely to the National Parliament.

This revision will not avoid also the business activities of the National Bank of Serbia, which refers to the use of public means, as well as the business companies established directly/indirectly by public means user and at which there is a presence in capital or management. But even the political parties and enterprises which receive donations and other irreversible givings or guarantees.

Revision will be possible to be processed also on the EU fund users, donations and help of international organizations, foreign governments and non-governmental organizations.

State revisory institution is independent and autonomic state organ, working in accordance with regulations of Lima declaration brought on IX Congress INTOSAI in Lima, 1977, as basic international document for law organization, state and public sector revision work. Revision is implementing according to International revisional standards INTOSAI, which is brought by International organization of supreme revisory institutions (INTOSAI), and all the revisory institutions members of INTOSAI have obligation of consistent implementation⁵.

⁴ A. Miljković, Financial control and revision, Business Academy Novi Sad 2006.

⁵ <http://www.dri.co.me/>

State revisory institution is the highest control body of budget management and state property, local government units, funds, Central Bank of Serbia and other legal entities in which state participates in the ownership.

Institution independently decides of revision subjects, issues, volumes and types of revision. Institution obligatory is doing annual revision of final budget account of the Republic.

State revisory institution controls regularity (legality), economics, effectiveness and efficiency of budget means spending and state property management. Institution reports for the results of finished revisions to the Parliament of Serbia by submitting annual report. Annual report is submitted to the Parliament and Government.

State revisory institution is processing, besides the control, also counsellor and management function.

5. CONCLUSION

Practice of developed countries, such as: United States of America, Great Britain and France gives arguments for affirmation that internal revision is instrument of business management in function of more efficient management with big and complexed companies. Namely, realizing wide range of own tasks, it gives strong support of "top" management on areas of: supervision, informing, planning and deciding.

For efficient functioning of internal revision it is important, besides others, also its organizational status. In the contemporary expert literature from this area is recommended its organizational independence and direct submission to the supreme business leadership. On that way, conditions for independence and wide working functions are being creating. Privatization of social enterprises and transfer on the market economy creates conditions and need of introduction internal revision in our big and medium enterprises with complexed organizational structure.

Essence and purposes of internal revision in contemporary conditions are always in the function of client's management. In the same time mission, purposes and tasks of independent revision are in the service of shareholders, i.e. resources owners, which is entrusting client's management. According to that, difference between these revisions is in the essence and in the form.

Because of all our companies current problems, which are in the need of business restructuring, constant changes of law regulatives and totally unstable surrounding, it is obvious that enterprises must constantly adjust to the frequent changes. In that aspect, internal revision may significantly help in recognizing business aspects, which are not functioning on satisfying level, as well as in defining policies, procedures and organizational solutions which should enable enterprises to respond on problems and surrounding challenges..

REFERENCES

- [1] Miljković, Financial control and revision, Business Academy, Novi Sad, 2006.
- [2] Andrić, M., Jakšić, D., magazine Revizor 32/05.
- [3] Stojilkovic, M., magazine "EKONOMSKE TEME" year of ex. XLIII, nr. 5, 2005., pages 159-166.
- [4] Law on accountance and revision, art.29, Sl. glasnik RS", nr. 46/2006.
- [5] <http://www.dri.co.me/>

VENTURE CAPITAL FUNDING AND THE GLOBAL FINANCIAL CRISIS AS AN EXCUSE

Mladenović Milan

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,
mmladenovic@hotmail.com

***Summary:** The study is about the global venture capital market, the effects of a global financial crisis on venture capital funding. The effects are described on a general level and on a case of one rejected investment opportunity in the region, due to the «potential effects» of a global crisis. In total, having in mind the history of this type of investing, these effects clearly deliver the need of establishing the new, sharp and clear mechanism of avoiding "irrational economical behavior and psychological pitfalls" in venture funding and healthy approach on risk taking and bearing.*

***Key words:** Venture capital, global financial crisis, private equity, entrepreneurial financing, investment opportunities*

1. VENTURE CAPITAL FUNDING AND THE CRISIS

For the business systems in the early or later stages of development, targeting the qualitative and quantitative transition to a much higher level of business (due to the market opportunities and their own products/services or technologies), offering the possibility of profit rates much higher above the average ones, partnership with venture capital funds is a very desirable form of financing. Inadequate selection of resources for support of the implementation of the entrepreneurial process is one of the main reasons of the collapse of many emerging business systems[1]. In fact and in general, business systems and/or entrepreneurs have two main ways of obtaining the needed funding – by private equity (giving the part of the ownership to the investor) or by issuing one of the available instruments of debt[2].

At the cost of ownership share these business systems acquire the partner who, unlike banks (as the only alternative source of financing), jointly share and bear the risk and work, bringing the additional, nonmaterial value - knowledge, information and experience, whose exponents are managers of special companies entrusted to manage this type of funds.

So the key moments that differ such type of funding from the traditional ones are[3]:

- Higher risks
- Funds seekers are either insufficiently liquid or with low market share
- Fund seekers are often in early development stages, so the equity is the only rational bond
- This type of investing takes patient investors, willing to give more than just money (know how, information, experience etc.)

Although at the very beginning in Serbia, this type of financing is very desirable and attractive to entrepreneurs and managers from various industries, and is one of the most desirable types of financing of the start-up projects, which banks, due to the higher risk level, are not willing to support.

The history of this type of investing clearly shows that the first examples of such ventures date from the aftermath of the great financial crisis of 1929., which is very often compared to the ongoing global financial

crisis. At the very beginning these investments were very tied only to the wealthy individuals like Rockefeller and Warburg, in the period before the WW2. After the war, the very first examples of the organized venture capital investing show up - The American Research and Development Corporation (ARDC founded by George Doriot, former Harvard dean and the man considered to be the father of the venture capitalism[4]) and J.H. Whitney & Company are the first such cases[5] . So, it is easy to conclude that the crisis itself has imposed the need of a new way of investing and funding, which mainly involves taking a higher risk than it was acceptable earlier, or in other words – the need of sharing the risk with the main project carrier. Therefore, the crisis has shown and proved the inevitability of greater risk-taking, courageous approach to investment projects, but also a need to create a good theoretical and empirical basis on which such projects should be evaluated and based.

Step by step, this form of financing experienced a constant and very steep growth over time. The data show that the global market of Venture Capital in 2002 was estimated at about 11.6 trillion dollars[6], and many authors have proved clear and without a doubt positive impact on the growth and development of such funded companies, technology and industry in general.

Seventy years later, the world is faced with a new large, global financial crisis.

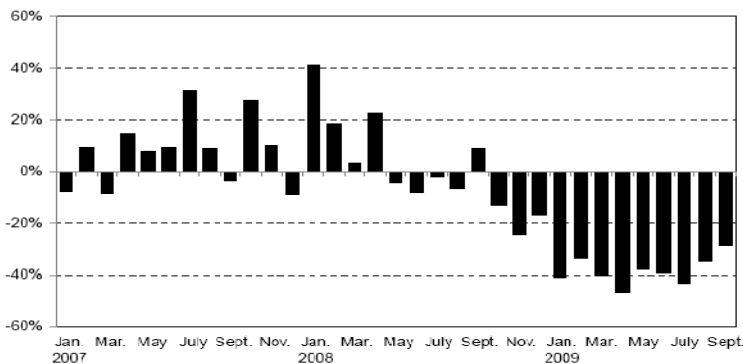
Indisputable, the crisis has emerged and spread from the United States, and direct causes of the crisis lie in:

- Developments in the real estate market in the U.S. in the period 2000 - 2006, with constantly growing real estate values in the U.S., caused by continuous decline of the Federal funds rate in the U.S., which allowed greater profits to the banks and intensified sale of attractive housing and mortgage loans, eventually causing an increased demand for real estate and consequently (unnatural) growth of the real estate prices.
- Constantly growing Federal funds rate in the U.S. between 2004 - 2007 which, in relation to the previous, made housing-mortgage loans unbearably expensive and put many clients in problem with paying their dues, which further triggered a chain reaction in the overall financial market
- Constant deregulation of financial markets and constant creation of a more complex financial derivatives and products, and flourishing of the secondary financial market

Withdrawal of funding and coverage of the gaps created on the basis of previously highlighted, had inevitable impact on the state of venture capital markets in crisis, in the two main directions causing[7]:

- Withdrawal of funding and coverage of the gaps created on the basis of previously highlighted, had inevitable impact on the state of venture capital markets in crisis, in the two main directions:
Large reduction in the amount of money available for investments of this type, since the main sources of venture capital are traditional financial intermediaries (banks) and institutional investors (insurance companies, pension funds etc.), who found themselves on the main line of attack of the crisis, holding their funds to a greater extent in order to maintain their own liquidity
- Sharp decline of the estimated value of potential start-up investments, due to the fact that in conditions of crisis, these projects are not able to generate revenue acceptable enough, because of a significant decrease in potential of the end customers / users of products / services, which then resulted in a lower estimated value of potential investment - the project itself.

Figure 1: Change in the number of funding rounds



Source: VentureXpert (accessed November 11th, 2009); all industries and countries are included.

All in all, the effects of the crisis on the venture capital markets and the conclusions are as follows[7]:

- Crisis has significantly reduced activity in the VC Market in all sectors; the number of realized investment has significantly decreased – in a much greater extent this refers to the number of start-up investments compared to investment in the later stages of development. The reasons for this are simple - the stricter investment criteria, less available funds and consequently, there is a general tendency to wait and to delay the investments.
- The amount of approved funds per investment - approved funds are also significantly decreased, and to a greater extent when it comes to investing in the later stages of development in relation to start-up funding. The reason for this disproportionate reduction of the funds in stages of development lies in the decline of total stock exchange activities and values, which are the places where investments are being evaluated upon completion of the investment cycle, so the investors prefer to award more money to start-up projects, given the long investment cycle in which they expect the financial markets will recover. This reduction is reflected especially in the field of internet technology, health care, IT, communications and media, while negligible in the areas of biotechnology, energy, and electronics.
- Decline of VC market is far more pronounced in the USA than in other countries. From the theoretical point of view this information shows clear illogicality since the crisis unevenly reflects on the financial markets that are characterized by high level of development, which points to the problem of clear market imperfections, which are likely to be explained by the irrational economic behavior and purely psychological effects[8]

2. IS THE CRISIS A VALID EXCUSE?

Let us begin with the event from 2008 in which the author of this essay actively participated, and in the description of which actual names of legal persons involved will not be used.

In the beginning of 2008, the managers of one venture capital fund from the region visited Belgrade with a view to gathering the information required for founding of their representative office and the beginning of operations in Serbia. According to them, there were 40 million Euros available in the fund portfolio for the potential investment opportunities in Slovenia, Croatia and Serbia. Soon enough, before founding the representative office, the first potential opportunity was presented to them – one of the leading companies in the area of large format outdoor advertising (hereinafter referred to as the company A) was interested in strategic partnership of such type (private equity). The reason for this rested in the fact that, through regular and solely available bank loans, it would never be possible to achieve growth and development of the company A in accordance with opportunities and potential which the market offers in the long term – creation of a sufficiently powerful system which would be one day sold to some large world player for a substantial amount of money.

The ideas, projects and potentials were presented, the initial business plans were made and due diligence was entered into. Simultaneously, the process of opening and registration of the representative office of this fund in Belgrade was underway, naturally in the most exclusive location, with big and not modestly placed plans of large investments, potential, opportunities, etc.

The idea was simple – to invest and acquire 49 per cent of ownership over the company A, to invest 80 per cent of the money in development (new large format advertising locations countrywide), to develop the company, to get a leader position in large format advertising and to sell the company after 3-5 years to some of global outdoor advertising systems, already present in the neighbourhood, but at incomparably larger value than the invested one. It was nothing new in comparison with some other countries in the region, with extremely favourable results for the original owners.

Due diligence undoubtedly confirmed the company potential, business plan was meaningful, the reactions of local and foreign experts from the area endorsed the idea.

In the meantime, another smaller, but not insignificant company (hereinafter referred to as the company B) from the same area began to search for a buyer or strategic partner, and the initial idea transformed itself to the following: to buy the company B, with already existing and operating system of advertising locations and clients, and to realize the initial idea through it, with smaller addition in payment to the very owner of the company A, or – to realize the investment by acquisition of 100 per cent of the company B and blending it with the company A into the new system C (with smaller addition in payment to the owner of the company A), acquiring 49 per cent of the ownership and control over the mentioned system.

All the parties immediately liked the idea – for the fund and the company A it represented a kind of a shortcut in realization of the initial idea of acquiring big and crucial share in large format outdoor advertising, while in every case it was acceptable to the owner of the company B as well, considering his decision to dedicate

himself to the business in another completely different area from the subject-matter one (in which he later survived a total disaster).

The problem, however, appeared in the timeline of the whole event. Although the basic idea and the company A were presented back in March 2008, the entire process stretched all the way to the end of the year – entering into due diligence awaited for the official registration of the fund in Belgrade, then came the holidays, so the concretization started only by the end of August, the company B entered the whole thing in September, which required new due diligence and a number of new scenarios, negotiations and bargaining. Persistence in some trivial demands of the owner of the company B postponed the bringing of final offers of the fund for the beginning of November, and by the end of the month the draft proposal of the final contract was signed, which the fund representatives could present themselves with before their administration board that was supposed to formally approve the investment.

At the same time, the owner of the company A, being assured by the fund of good outcome of the negotiations, as excellent manager made some concrete moves counting on the needs of the forthcoming expansion of the company, hiring several new, very expensive sales experts, and launching some investment projects.

However, the timeline problem was the following –the first collapses in the USA real estate and financial market started in the spring of the same year. After Lehman Brothers, the company Bear Sterns also went down in May, which marked an official beginning and escalation of what we today call global crisis. By the fall, the crashes in the USA escalated and started successfully to reflect on Europe, but in different manifesting forms.

Although thousands of kilometres away, in both physical and factual sense, these crisis indicators eventually ended the business in which huge efforts were put in a bizarre manner, destroying everything logical, economically realistic and meaningful.

While expecting the beginning of big celebration and confirmation of transaction from the meeting of the administration board of the fund, a dramatic call came from the fund representative who spent an entire year working on the mentioned project, with a short information that the transaction went from formality to tragedy. The official stand was – «The investment is undoubtedly good, but our bosses have just come from the seminar in the USA and the projections for this region are so bad, that we should forget such transaction in the period to come.»

The projections, of course, were catastrophic, implying drastic decrease of value of the national currencies in the region (in the case of RSD, the exchange rate was supposed to be 150 for 1 EUR long time ago), total collapse of national economies by segments and in whole, and almost total collapse of advertising as business activity.

Naturally, much of these things actually happened, but far from the extent and form then projected and presented in panic. It is clear that there are still no signs of recovery, but it is also clear that there is no total disaster either.

Let us go back to the company A and the potential investment:

Table 1: Main business indicators of a “Company A” 2006 - 2009

	2006	2007	2008	2009
Turnover	46,994,345.14	85,511,152.67	78,456,120.50	83,714,183.83
Number of employees	7	10	10	12
Presented profit*	1,626,756.72	9,414,691.08	4,136,920.46	4,966,594.46
Average utilization of sales capacities	90%	95%	90%	90%
Credit indebtedness	7,291,696.84	13,585,005.63	27,674,057.68	18,496,168.08

**It is estimated that the real profit was higher than the presented one (+10% in 2006, +15% in 2007, +15% in 2008, +20% in 2009) – the difference was used in various manners to back-up multiple investments and projects through «unofficial channels». All values are given in RSD (Serbian dinar)*

The several mentioned indicators led to a very simple conclusion: the company A continued its steady growth during 2009, regardless of general decline of economic activities and the "massacre" in the area of advertising, with the real estates as probably the most vulnerable business activity in the circumstances of such crisis, relying therein exclusively upon internally generated funds, without side borrowing.

It should be also mentioned that the company A, in good faith, considering an arrangement with the fund a done deal, made some financially very burdening moves in the scope of achieving higher operating level, above all in terms of engaging very expensive new sales managers.

Furthermore, the indicators of the company A show a drastic aberration not only from general averages, but also from the industry branch averages, thus confirming that, by all venture capital investing criteria, it was a good investment opportunity, which would satisfy all the criteria of healthy investment opportunities not only from the financial point of view, but also from the point of view of human factor and management, which takes all the credits for successful administration in never harder circumstances and achieving of above average and almost incredible results.

From all the above mentioned, crystal clear questions impose themselves: if the fund representatives, professionals in their area, recognized the opportunity as more than acceptable for investing, guided by all theoretical and practical criteria of finding good investment opportunity, adequate even from the worst case scenarios point of view, how is it possible that all the invested knowledge, efforts, expertise, common logic give in to vague, insufficiently founded, catastrophic projections based on purely subjective moment?

Unfortunately, the case of the company A (and B) is not lonely, and in majority of such cases the time has proven the same thing – that, almost to the last, all such investment opportunities had shown the outstanding immunity to the crisis, remaining at the same, and mostly at the level higher than the preceding one.

Remains as interesting the fact that on the official web pages of the fund there are still the same data as at the beginning of 2008 – that it manages the equal amount of EUR 40 mil, out of which 99 per cent is still available...

Although it is clear that no case can be the basis for general conclusion, let us mention that the companies A and B negotiated with two more funds during 2008, the proposals and approaches of which were not at the same level as the fund described. However, after the failure of negotiations with the fund described, both of these funds gave similar arguments in rejecting the initiative for continuation of the negotiations on possible cooperation.

The mentioned arguments certainly have their specific weight and validity, but, as the time has shown, they are also based on far more unclear and less precise projections than the ones accompanying due diligence process of the companies A and B, and which made the arguments very desirable, up to the pre-negotiation level.

So, is the crisis a sufficiently strong and, above all, valid argument in itself?

3. CONCLUSION

Let us return to the beginning of the story of venture capital funding beginning and history.

The facts tell that the first examples of venture capital funding as we know it appeared in the period immediately after the big financial crisis of 1929, the crisis which we often compare with the current one.

Although the organized investment of such type begins with the end of the Fifties, the first investors were rich individuals – industrialists and entrepreneurs. The year 1938 and the investments of Rockefeller and Warburg are taken as the first examples of such investing.

So these people, instructed by the big crisis and its mechanisms, spotted also its weaknesses, and need and possibility for new types of investments. Guided by their examples, some other people started to deal with venture capital investing in organized manner, and soon there were the first theoreticians of such type of investing.

The manners and mechanisms of such type of investing, risk management, and especially the criteria of searching and evaluation of good investment opportunity were being studied and described. In time, good theoretical basis had been created for education and training of future managers of the companies for professional administration of such funds, which are in position to realize due diligence highly professionally, objectively and at the corresponding level, which will confirm or deny the potential of any investment opportunity.

In the last couple of decades, such type of investing has been constantly growing, and it did not passed around the transition countries either, the markets of which are in no way at the level of stability from which such funds mostly arrive, but as a compensation for bigger risk they offer in return far greater potential profits. However, a large majority of such investments has good outcome, and in many cases, thanks to numerous imperfections of the markets, outstandingly good.

It is clear that when significant funds are invested in the circumstances of joint risk division, there must not be any uncertainties and surprises.

So, how should one fight against the moments which are not related to concrete investment opportunities and their suitability, or the moments which rests on very rough and subjective estimates, often intentionally directed with a view to creation of negative psychological climate, moments which suddenly, out of turn, transfer the focus from very concrete, tangible and certain gravity centre to general, subjective and extremely

uncertain, such as projections of development of crisis due to which the fund gave up a very certain and, in the meantime, additionally confirmed investment?

Should one not ask himself, in numerous strivings to respond the crisis, in order to get out of it as soon as possible, and moreover to avoid the similar crises in the future, how to create good theoretical and practical basis for avoiding such things argumentatively?

How to create good theoretical and practical basis for drawing the lines between different dimensions and aspects of seeing the same?

There is no doubt that the subject-matter fund, from its point of view in concrete, very difficult moment, presented a valid explanation of giving up the investment, the fact which all the managers of similar funds, as well as most analysts, would agree with. However, a crystal clear question also imposes itself, from the current point of view, when the company A has proven that, even in the crisis circumstances, in the business activity which falls under the most sensitive to crises (outdoor advertising), it can grow, develop and progress, and exclusively through internally generated funds, how much would have this company progressed if it had realized the contemplated expansion with the fund resources?

Painful (although positive) is the fact that most projections of the crisis development have not been realized, at least not to the extent to which it was being ardently predicted and used as an argument.

We will all come to an agreement that the circumstances around this crisis were fuelled by extremely subjective and purely psychological moments, or irrational (non) economic behavior, often not really founded on theoretical and practical grounds, and therefore our task would be to create a new theoretical and practical setting which, instructed by the abovementioned, would have to provide a clear mechanism of separation of different dimensions and aspects of seeing the same things, and a clear hierarchy of evaluation of all the moments related to such investing, from concrete (level of observed investment opportunity) to general (as in the case of the company A – dramatic and subjective projections of the rising crisis), or a clear theoretical and empiric mechanism of avoiding of irrational economic behavior and psychological entrapments.

The author of this essay is convinced that the crisis will generate numerous works and new scientific contributions precisely on the subject of irrational in economy.

REFERENCES

- [1] Chandler, G.N., Hanks, S.H., An Examination of the Substitutability of Founders Human and Financial Capital in Emerging Business Ventures, *Journal of Business Venturing* 13, no.5, 1998, p. 353-369
- [2] Mishkin, F.S., *The Economics of Money, Banking and Financial Markets*, Pearson-Addison Wesley, 2006, p. 25-26
- [3] William D. Bygrave, *The Portable MBA in Entrepreneurship*, John Wiley & Sons, USA, 1994, p. 172
- [4] Who made America ? http://www.pbs.org/wgbh/theymadeamerica/whomade/doriot_hi.html
- [5] The New Kings of Capitalism, Survey on the Private Equity industry, *The Economist*, November 25, 2004
- [6] Charles P.J., *Investments – Analysis and Management*, John Wiley & Sons, USA, 2004., p. 74
- [7] Block, J., Sandner, Ph., De Vries, G., “Venture capital and the financial crisis: An empirical study across industries and countries”, Munich Personal RePEc Archive, available at: <http://mpra.ub.uni-muenchen.de/20287/>
- [8] Klodt, H., “Psychological pitfalls and the next financial crisis” in Klodt, H., Lemment, H. (ed.): *The crisis and beyond*. Kiel Institute for the World Economy, 2009, pg. 189-195, available at: <http://economia-publica.uab.es/materials/the-crisis-and-beyond2009.pdf>
- [9] Gladstone, D., *Venture Capitale Investing: The Complete Handbook for Investing in Small Private Business for Outstanding Profits*, Prentice Hall, USA, 1988.
- [10] Lane, M.J., *Advising Entrepreneurs*, John Wiley and Sons, New York, 2001.
- [11] www.investorwords.com
- [12] www.venturexpert.com

CORRIDOR X AS A CHANCE OF TOURISM DEVELOPMENT IN SERBIA

Mladenović Veroljub¹, Trklja Dragan²

¹University for Management in Traffic, Niš, Serbia

²JP Urbanism Office Municipality Subotica, Serbia

Summary: Serbia and Belgrade are in a very favorable geographic area; corridor 10, besides corridor 7, faces Serbia with many requests, but investments into these traffic routes will pay off multiply in a long term. It is necessary to observe all the favourable conditions considering all the aspects of existing economy potential. Detailed plans and action plans included into strategies, their development and continual following of their realization, improvement and adaptation to new trends, maximal usage of all the tourist potentials, considerable paying attention to education and improving human resources, are necessary with so strategically important highway. It is the shortest way between East and West, Corridor 10 will attract tourists, and tourist offer must be various, appropriate and attractive.

Key words: Tourism, traffic, Corridor ten, transit tourism

1. INTRODUCTION

Bearing in mind heritage of a new society, new time and surrounding of doing business, it is certain that tourism will have important and conditionally said crucial influence on economic growth and development of states or region and cities. Knowledge, people and service apart from terms of new technology and the term changes which inevitably happen and impose extraordinary capability of adjustment, greatly characterize time that happens and time that is coming in near future.

World's Tourist organization has conducted research which shows that until 2020, tourism will be a leading economy branch. Serbia was elected member of the Executive council of the world's tourist organization, as one of the European representative countries.

The Republic of Serbia, as it is stated in the Strategy of tourism development until 2015 is "on historical crossroad where intensive adjustments to European integrations take place and where a continual growth of competitive capacity of institutions, enterprises and individuals happens. The Republic of Serbia is on the way of defining developing aims and economy sector with a chance for success, where it will individually and with support of international community have to build and develop competitive strategies of growth as soon as possible".¹ Tourism in that context "imposes itself" as it is further stated, as "inevitable complex with unused growing potential".

Tourist developing potential, without a dilemma, must be used as planned and maximally, as it represents a large chance for continual growth. Tourism developing Strategy in the Republic of Serbia until 2015 is an overall study, and a developing document of a large importance for enabling integral planning for tourism development in the state, including a suggestion of economic measures, ways of implementation, basic for investments. The Strategy would have, with a clearly defined vision of tourism development, and action plans for implementing aims, and make large potentials into economic growth.

¹ Government of the R. Serbia, (2006): *Strategy of tourism development of the Republic of Serbia till 2015*. available at http://www.srbija.gov.rs/vesti/dokumenti_sekcija.php?id=45678, pg. 2.

It is stated in the Strategy that tourist potentials have not been adequately and properly valorized, because tourism has never been a serious topic of developing politics of Serbia, by this we emphasize the fact that many states with similar or even weaker potentials have lately made efforts, which brought them on the map of important world tourist countries. The necessity of transformation process from comparative into competitive advantages of Serbia is emphasized, as a part of total reform processes, as a political connection towards tourism as an “important creator of national wellbeing”.

2. CORRIDORE FUNCTION

Corridors as routes where goods exchange and transporting people is performed, envelops the area of 5 to 1000km, a defined route of the mentioned corridor. The fact that there are two European corridors passing through our country, 7 and 10, gives exquisite opportunities to develop combined traffic. To be able to achieve total effect of the Corridor 10, it is extremely important to build following traffic roads. The prognosis of the effects of road traffic highways is based on the fact that “flow of people, capital and information cannot be the advantage of a single geographic area, but the process must be observed together with total development of all the regional economy developments with which there is interactive connection.”² One of the elements is certainly infrastructure network, whose optimal building is a supposition of organizational-technology integration of the whole traffic and economy system. Authors pinpoint that, bearing in mind that transit by road traffic through our country, and a little bit less railroad traffic transit, become alternative international routes, it is necessary that as strategic interest of the state we modernize highways and railroads.

Let's take into consideration that national investment plan regards Corridor 10 as “the central point of domestic traffic infrastructure, and thus of the whole economy” Corridor 10 building is undoubtedly important, which can be seen through a large savings in transport, in traffic sense, Corridor 10 connects Salzburg and Thessalonica, and it is 2360 km long out of which 830 km goes through Serbia. Among other things, building development of Corridor 10 should follow planned development and indisputably payable investments into tourist potentials.

3. TOURISM DEVELOPING TENDENCY PREDICTIONS

When observing the second half of the 20th century, or a period from 1950, to 2000, tourism, and especially international tourism, has offered a base for positive developing trends predictions. In the mentioned period, international tourism, namely, makes significant development. Some researches show that tourism development will be more favourable than the intensity of social product of the world in the first two decades of the 21st century.

Thus, international tourist movements from 1950 to 2000, meant ³ average annual growth rate of 5.6% of the number of tourists in this period, and real tourist consumption of 8% (with mild deviations in 1968, and during the period of energetic crisis 1974-1975, and mild economic recession in the world in 1980), so the rule of importantly faster development of international tourism was noticed comparing to total economic development in the world.

Because of that, many countries saw the importance of tourism for economic development, and especially with financial balance, so they brought strategic resolutions on the need of encouraging development of all the elements which make tourist offer : large investments into traffic and so called “big infrastructure” and stimulating building lodging and other capacities which make tourist offer with favourable credit and fiscal policy, which are very obvious ; the means were imputed into marketing promotion of tourism development so as to attract foreign tourists.⁴

Even though at the beginning of the 21st century, tourist economy of the world was faced with a line of negative factors, in the following years it has recovered fast, so in 2004, there was an increase in the number of foreign tourist comings of 10.1%, and in 2005 of 5.4%, and further in 2006, record results were achieved as international tourist turnover made an additional increase of 4.9% and made 842 million of foreign tourist comings; international tourism income reached the amount of 735 billion US\$ (586 billion of Euros). The year 2007 was the fourth year when international tourism records further regular growth – and achieved

² Grujić M. Kostadinović S. (2003): *Strategy of traffic development*, Grafo-žig d.o.o. Belgrade, pg. 248-250.

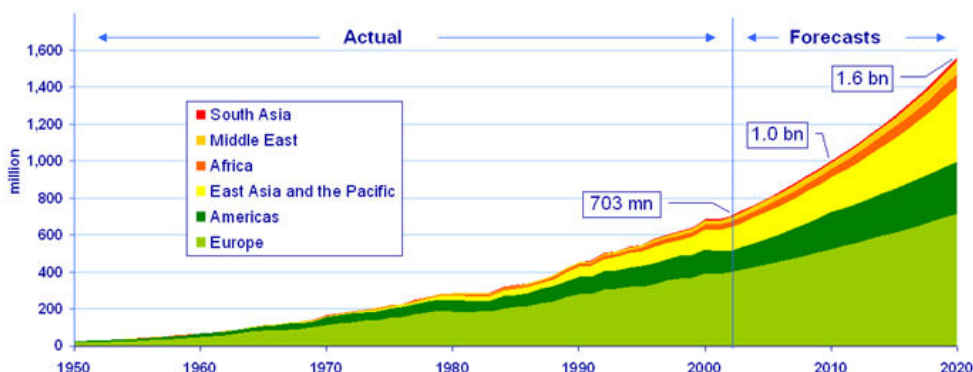
³ Economic Science Institute (2008): *Strategy of Tourism Development of Belgrade*, (project manager Erić D.) Belgrade, pg. 156. Available at www.beograd.rs

⁴ Ibid.

increase in income of 6% and 898 million of foreign tourist comings. Data shows that the same tendency exists in international tourism income, too.

World tourist organization predicts⁵, when regional structure is in question, that until 2020, decreased participation of Europe and America, as the most important tourist regions will happen, with expected expansion of Asia and The Pacific regions. Regions of Africa, Middle East and South Asia will increase participation in international tourism. Further predictions show that the most developed countries will still be in the first place when tourist demand is in question, or consumption, with expected growth of investments in the countries which now belong to a group of middle developed countries as well as developing countries. So, the most important sources of demand will be represented by developed countries, but with decreased participation.

According to this prognosis until 2020 (prognosis „Tourism 2020 Vision“, was made for the period of 25 years), will be close to 1.6 billion of visitors in international tourism (Graphic number 1.).



Graphic number 1 – Forecasts of the World Tourism Organization by regions and the number of international tourists until 2020; this was taken from World Tourism Organisation, www.world-tourism.org

Tourism was a dynamic sector of economy in the end of the 20th century; even though it is necessary to emphasize that⁶ because of the fast growth and changes in the past, many authors believe that tourism reached a mature phase in development which will come to decrease or slower growth of tourist activities, but that there are real calculations of continual development and tourism growth in the future, even faster and more dynamic than any other sector.

4. CORRIDOR X AND TRANSIT TOURISM

“ In the place where The Moravica River runs out of Bovan gorge, above the eternal Balkans road from the Danube to the Aegean and the Black Sea, there was a fortress. It was mentioned by princess Milica in a charter, Konstantin the Philosopher in a war chronicle about Sibirjanin Janko. Only ten kilometres away from the Corridor X, close to a beautiful Bovan Lake, this fortress if it were researched and reconstructed, would considerable enrich tourist and cultural potential of the region.”⁷ Even though it is very dispersed in practice, transit tourism was neither theoretically nor methodologically clearly defined; the term transit tourism assumes” a group of relationships and phenomena which become as a complex reflection of all the relevant factors in connection to moving tourists through certain places, regions or countries, towards the target place of their trip, by which their pauses are bounded by the purpose of stopping, and they go between a few minutes to one or more overnights”⁸. International transit movement is mostly connected to road traffic, and

⁵ Goeldner, R. C. Ritchie J.R.B (2003): *Tourism (Principles, Practices, Philosophies)*, ninth ed. Wiley&Sons, Inc. pg. 560. in: Radosavljević G. (2003): *Tendencis and Characteristics of International Tourism Development*, Paper „Economic Topics“ („Ekonomske teme“), University Niš, University of Economy, Year XLI, nr. 2, Niš, pg. 245-249.

⁶ According to: Radosavljević G. (2003): *Tendencis and Characteristics of International Tourism Development*, Paper „Economic Topics“ („Ekonomske teme“), University Niš, University of Economy, Year XLI, nr. 2, Niš, pg. 245-249.

⁷ Filipović V. (2008): *Road Keepers, Serbian Middle Ages Fortresses: Bovan: Open Eye above the Gorge*, Nacionalna revija, Belgrade

⁸ Štetić, S. (1984): *Transit tourism in regional devlpmnt*, Turizam: international scientific expert paper, 1, pg. 34-46. In: Garača V., Jovanović G., Zakić L. (2008): *Turnover analyses on highway E-75 through Backa in function of transit tourism*, Zbornik radova, LVI, 2008., UDK 338.48-44(497.113-83) pg 131-142.

their main characteristics are mass circulation, short pauses, emphasized season concentration, and the largest consumption compared to other types of transit.⁹ As Stankovic says, we should especially emphasize the facts that “transit tourists reluctantly turn from main highways and that is why optimal economic effects are achieved in objects located closely near the highways, under the condition that the offer is rich and that it has local area distinctive features”.¹⁰

Corridor X function, to be more specific, travelling Corridor X through our country is a big chance for tourism development. It was emphasized in terms of problematic which was considered at the International conference on tourism for the disabled by the end of 2009. Corridor X was seen among the most important factors which could attract tourists to Serbia, as it is the shortest connection between east and west. Among those tourists are certainly people with invalidity as “available tourism means proper infrastructure without which it is hard to imagine modern tourism”.¹¹ At that occasion about Corridor X¹², it was emphasized that Corridor X in development of road traffic enables easier, faster and safer transport.

This further contributes to improving tourism in Serbia, and the whole region. Observing tourism as a part of economic growth, large investments in times of crisis represent motor power to pull the economy out of the situation. Ivanisevic reminded that existence of a large interest for building a road corridor X, and not only in Serbia but also in Europe; Serbia secured a large financial help through favourable credits of important financial institutions. European Investment Bank will enable more than 650 billion of Euros, a credit contract was signed with the World Bank for 275 million of Euros, 150 million of Euros were given by European bank for Reconstruction and development, The Government of Greece gives a donation of 100 million of Euros, which is a confirmation of the importance of this road network. It is planned to take 2.2 billion of RSD out of the national budget of Serbia for Corridor X, and for the next year, the amount will be 4 billion RSD for building the route towards north.¹³ One of the numerous important action moves towards closing Serbia as a tourist destination to foreign tourists in by using Corridor X benefits, through creation and distribution of a road-tourist map of Corridor X. This road-tourist map was represented more than five years ago, actually, it was promoted by Belgrade Tourist Organization in the summer of 2004, with the initial idea of giving it for free to the tourists at planned locations like cross border points and 20 informational places from the border of Hungary to the Macedonian border. The map contains basic information which are needed and often necessary to each tourist who goes through or stays in the country, and the curiosity also includes locations in the Republic of Serbia which no tourist should avoid. Locations are actually, “perfect places in Serbia”, which means, winner of the previously completed competition for “ten perfect places in Serbia”,¹⁴ Palić is the first of those places a tourist will come to if he goes from Hungary. Investments have been made to reconstruct those places and locations where tourists in transit make pauses, and Tourist Organization of Serbia emphasized that it is necessary to improve the offer, so as to make foreigners to make longer pauses and then choose Serbia as final destination.¹⁵

When Corridor X is in question, tourism has large developing potential. We should especially bear in mind “arranging tourist complexes for transit tourism in the highway corridor (informational points, motels, rest areas, cross border point “Gradina”), as well as regular tourism in spa and city tourist resorts as Niš with Mediana and Ceranja Cave” The accent should be put on health tourism and congress tourism in Niš and its Spa (Niška Banja), recreational tourism in Bojanine Vode, Divljane, Sicevo Gorge, SpaTopilo, Kamenica Heights, etc.¹⁶

When tourism statistics is in question, in 2009, according to the data of the Republic Office for Statistics, there were total 2.021.166 tourists in the Republic of Serbia, which is 11% less compared to 2008, out of

⁹ Garača V., Jovanović G., Zakić L. (2008): *Turnover analyses on highway E-75 through Backa in function of transit tourism*, Zbornik radova, LVI, LVI, 2008., UDK 338.48-44(497.113-83) pg. 131-142.

¹⁰ Stanković, S. (1994): *Tourist Geography*, University of Geography, Belgrade, in: Garača V., Jovanović G., Zakić L. (2008): *Turnover analyses on highway E-75 through Backa in function of transit tourism*, Zbornik radova, LVI, Zbornik radova, LVI, 2008., UDK 338.48-44(497.113-83) pg. 131-142.

¹¹ Gligorić J., (11.12.2009.) *The importance of Corridor X for tourism*, International radio Serbia, visited 24.12.2009. http://glassrbije.org/index.php?option=com_content&task=view&id=48920&Itemid=29

¹² Part of a speech of PhD N. Ivanišević, prof. Construction works University and Managing Board member of Corridor X Enterprise, according to: Gligorić J., (11.12.2009.) *The importance of Corridor X for tourism*, International radio Serbia, visited 24.12.2009. http://glassrbije.org/index.php?option=com_content&task=view&id=48920&Itemid=29

¹³ Gligorić J., (11.12.2009.) *The importance of Corridor X for tourism*, International radio Serbia, visited 24.12.2009.

http://glassrbije.org/index.php?option=com_content&task=view&id=48920&Itemid=29

¹⁴ B92, *Presented Corridor X tourist map* 10, 11. 08. 2004. Taken : October 2009.

http://www.b92.net/info/vesti/tema.php?lang=srpski&yyyy=2004&mm=08&nav_id=148016

¹⁵ Ibid.

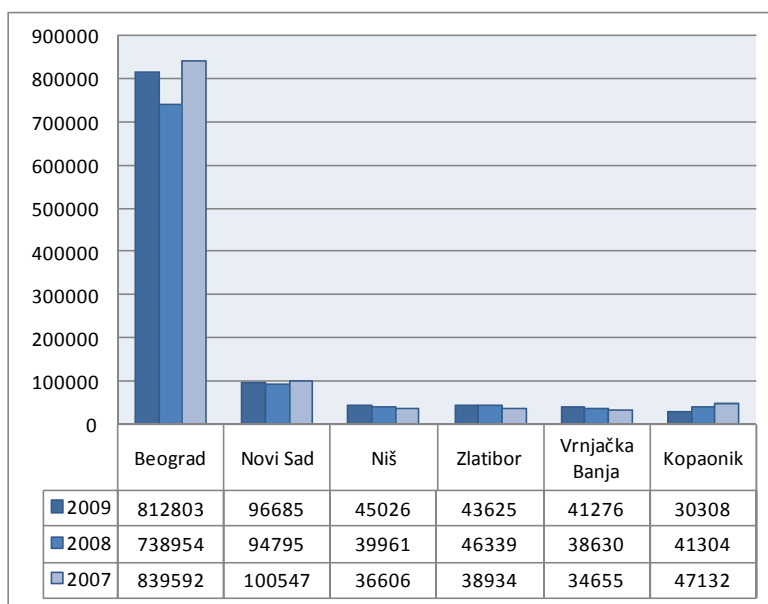
¹⁶ E-gate investment team (23.10.2009.): *Developing tourism and tourist objects – according to space plan of infrastructural corridor Niš – Bulgarian Border*, visited 23.12.2009.

<http://www.ekapija.com/website/sr/page/267449/>

which there were 1.375.865 (-15%) domestic tourists, which is 68% out of the total number of tourists, and foreign tourists 645.301, (at the same level), or 32% out of the total number of guests. From chosen tourist places, measured by the number of overnights, the largest number of foreign tourists in 2009, were on Belgrade (812,803 overnights, 10% more than in 2008.), then Novi Sad, Nis, etc. (See picture 1).¹⁷

Serious consideration of tourism for purposes of economic growth in Serbia is necessary. Longtermly, the Strategy of tourism development predicts that Serbia must build competitiveness in tourism before all, on human potential, then geostrategic situation, which enables Belgrade and the republic of Serbia central place in traffic flows of Europe, then natural potentials, preserving potentials of the mountains, woods and rural areas, rich archaeological and architectonic inheritance with an emphasis on monasteries, historical cities ant traditional building, religious art and proneness to festivals, feasts and other manifestations and happenings, which enables to the Republic of Serbia the possibility of a unique way of life.

Traffic activity has critical contributions in each phase of tourism development through network, means of transportation, prices (expenses) of transport and unifying offer of transport service as a part of total tourist expense / income (in dependence of whether we talk about emotive or receptive tourism)¹⁸. This should specifically be considered with the fact that Belgrade is “strategically positioned in the crossroad of the two important European corridors, which means that Serbia and Belgrade are situated at the most favourable route from the north to the south in the southeast of Europe, which was verified by Corridor X”. Geographical and traffic position of Belgrade is exceptionally good considering the fact that it is the knot of the two important European corridors, so in broader surroundings all the types of traffic meet, that are relevant for tourism. Transit – even though it is not officially accepted as a tourist product, can be treated as a mobile segment of international tourism demand, which while moving towards the target destination can be successfully stopped and informed on the possibilities offered by Belgrade and Serbia, so the tourist could next time chose one of the offered destinations in Belgrade and Serbia “¹⁹.



Picture 1 - Made nightovers of foreign tourists in chosen tourist places (review made on the data supplied by TOS); data do not include Kosovo and Metohija.

In the corridor X space lodging capacities should be evenly balanced and situated, with the both sides of the highway, even in size and capacity and with contents adjusted to tourist needs. Al of this should bear in mind while creating tourist flows in Serbia and especially along the Corridor X.

¹⁷ Tourist Organization of Serbia, <http://www.srbija.travel/turisticki-promet-u-republici-srbiji-u-2009-godini/>

¹⁸ Economic Science Institute (2008): *Strategy of Tourism development in Belgrade* (project manager Erić D.) Beograd, pg. 26. Available at www.beograd.rs

¹⁹ Ibid, pg. 231.

5. CONCLUSION

The condition and important characteristics of the tourist sector of the Republic of Serbia in 2015, independently of the fact whether we talk about moderate or ambitious projection of growth, would be, among other things, good traffic connection (Corridors VII and X and Ibar Highway) with international markets, which was predicted by the mentioned Strategy.

Development of tourism along Corridor X should be inevitably perform while strictly planning it, but also with constant improvement, nourishment and innovating, so as to make it possible for it to contribute to economic growth of Serbia.

For complete valorisation of Corridor X we shouldn't consider strictly development of traffic function but it is necessary to maximally use all the possibilities which are offered by favourable position of the Corridor, and which could reflect both directly and indirectly on economic growth of the country and the region.

REFERENCE

- [1] B92, Presented Corridor X tourist map 10, 11. 08. 2004. Taken: October 2009.
http://www.b92.net/info/vesti/tema.php?lang=srpski&yyyy=2004&mm=08&nav_id=148016
- [2] E-gate investment team (23.10.2009.): Developing tourism and tourist objects – according to space plan of infrastructural corridor Niš – Bulgarian Bordr, visited 23.12.2009.
<http://www.ekapija.com/website/sr/page/267449>
- [3] Filipović, V., Road Keepers, Serbian Middle Ages Fortresses: Bovan: Open Eye above the Gorge, Nacionalna revija, Belgrade, 2008.
- [4] Garača, V., Jovanović, G., Zakić, L., Turnover analyses on highway E-75 through Backa in function of transit tourism, Zbornik radova, LVI, LVI, 2008., UDK 338.48-44(497.113-83), 2008., pg. 131-142.
- [5] Gligorić, J., (11.12.2009.) The importance of Corridor X for tourism, International radio Serbia, visited 24.12.2009. http://glassrbije.org/index.php?option=com_content&task=view&id=48920&Itemid=29
- [6] Goeldner, R.C., Ritchie, J.R.B., Tourism (Principles, Practices, Philosophies), ninth ed. Wiley&Sons, Inc., 2003., p. 560.
- [7] Economic Science Institute, Strategy of Tourism Developmnt of Belgrade, (project manager Erić D.) Belgrade, pg. 156. Available at www.beograd.rs, 2008.
- [8] Grujić, M., Kostadinović, S., Strategy of traffic development, Grafo-žig d.o.o. Belgrade, 2003.
- [9] Radosavljević, G., Tendencis and Characteristics of International Tourism Development, Paper „Economic Topics“, 2003.
- [10] („Ekonomske teme“), University Niš, University of Economy, Year XLI, nr. 2, Niš, pg. 245-249.
- [11] Stanković, S., Tourist Geograpy, University of Geography, Belgrade, Štetić, S. (1984): Transit tourism in regional devlpmnt, Turizam: international scientific expert paper, 1, 1994., p. 34-46.
- [12] World tourist organization, in: www.world-tourism.org
- [13] Tourist Organization of Serbia, <http://www.srbija.travel/turisticki-promet-u-republici-srbiji-u-2009-godini/>
- [14] Government of the R. Serbia, (2006): Strategy of tourism development of the Republic of Serbia till 2015.available at http://www.srbija.gov.rs/vesti/dokumenti_sekcija.php?id=45678, pg. 2.

LEADER AND MANAGER IN MODERN ORGANIZATION

Mušinbegović Sead

Vispak, d.d., Visoko, Bosnia and Herzegovina, sead.musinbegovic@vispak.ba

***Summary:** Modern economy destroys stereotypes about positions of leaders and managers in the organization originating from the period of traditional organizational structures in which leader is alone at the top of the organizational pyramid, with a clear line of restriction in relation to other managerial and other structures in the organization. Present days replace the right boundary line with an elastic line that otherwise removes horizontal limits of management level in the organizational pyramid.*

Modern organization causing quite different connection between people, so that excellent leaders realistically can be found in teams on the lowest level, and at the level of operative management – the associates. The same is the case with the management of the second level in the pyramid with changeable managerial roles in terms of their possibilities, skills, and benefits for the organization.

Key words: leader, manager, leadership, organization

1. FIRST THEORIES OF LEADERSHIP

Depending on the variables that were observed and that are taken as relevant for understanding of successful leadership different theories of leadership results from. First theories of leadership, theory on the characteristics (1920 - 1930) are the results of the research whose focus was defining of the characteristics which possess leaders, and which non-leaders does not possess. An approach like this seems to be logical for studying leadership because it streamed attention to individual leaders with the intent to set their personal characteristics, which they own as great leaders. [1 p. 141]

Theory of the characteristics has confirmed that there are certain characteristics of the leader that shall be imposed as universal and generally accepted. Leadership characteristics are differently defined from certain authors and here we will highlight five key characteristics of the leader: [2]

- 1) **Concentration.** Sharper focus on the very high level of invested efforts to achieve certain goal, high need for achieving success, a permanent drive for improvements, ambition, energy, persistence in overcoming obstacles and initiative.
- 2) **Motivation.** Great people characterize concentration, they want to be in charged and to be leaders, they have a great need to possess power and when the power is focused on making constructive and ethical goals, then leaders gain greater confidence, respect and greater support and commitment to achieve its vision.
- 3) **Integrity.** Integrity represents a balance between taken action and promises (from words to deeds). Honesty and credibility are desirable characteristics of the leaders because they create confidence among the employees in the organization as outside of it.
- 4) **Self-confident.** Confidence is of particular importance bearing in mind the fact the role of leader is full of challenges and obstacles are unavoidable. Confidence allows leader to overcome obstacles, it excludes hesitance in decision-making. Confidence of the leader inspires confidence with other.
- 5) **Business knowledge.** Effective leaders have a very high level of knowledge on the organization, company, technical issues, laws, market etc. They also have to be intelligent, to manage with very large number of information.

Studying of leadership in the period of late 1940s to the mid 1960s was concentrated to dominant and characteristic forms of behavior and skills that leaders demonstrate. Researchers were asking themselves whether there is something unique in what an effective leader make – in other words, their behavior. [9 p. 765]

Surveys have shown that access based on characteristics of the leader does not have enough good evidences on universality of leadership, and that features of the leaders are not enough to explain effective leadership. The explanations, which are exclusively based on the characteristics, ignore mutual action of the leaders and members of his group, as well as factors of the situation. Having appropriate characteristics improve only one only one of the preconditions that an individual can become an effective leader.

Having certain characteristic and skills listed in review 1, increases likelihood that the leaders will be successful, but this success cannot be guaranteed. It may have been too optimistic about thinking that consistent and unique features that could prove to be universally applicable to all effective leaders could be determined. However, later attempts to determine features associated with leadership (process, and not the figure) were far more successful.

Seven characteristics associated with the effective leadership including energy, desire to lead, honesty and integrity, self-confidence, intelligence, relevant knowledge for specific job position and additional features.

Review 1. *Seven characteristics associated with leadership* [1 p.142]

1. *Energy.* Leaders express high-level of invested efforts. They have relatively high level of wishes for success; they are ambitious; having a great energy; they are tireless and persistent in its activities, and they show initiative.
2. *Desire to lead.* Leaders have expressed wish to lead and to affect the other. They show their willingness to take responsibility.
3. *Honesty and integrity.* Leaders develop relations of trust between themselves and there followers using truth and honesty and demonstrating high consistency between words and deeds.
4. *Self-confidence.* Followers believe that leaders never doubt in themselves. Because of that, they need to show self-confidence to convince their followers in fairness of their goals and decisions.
5. *Intelligence.* Leaders need to be intelligent enough to be able to collect, to synthesize and to interpret large volumes of information and they must be able to create vision, solve problems and to make proper decisions.
6. *Relevant business knowledge.* Effective leaders have a very high level of knowledge about the company, activities and techniques. Deepened knowledge enables them to make well-reasoned decisions and to understand the consequences of such decisions.
7. *Additional features.* Leaders are energetic, active people. They are social, full of confidence and rarely quiet and reserved.

Sources: S. A. Kirkpatrick and E. A. Locke, "Leadership: Do Traits Really Matter?" *Academy of Management Executive*, May 1991, p. 48-60; T. A. Judge. J.E. Bono. R. Ilies, i M.W.Gerhardt. "Personality and Leadership: A Qualitative and Quantitative Review," *Journal of Applied Psychology*. August 2002, p. 765-80.

2. LEADER AND MANAGER

Leadership includes a process that is primarily created by the organization or adapting them to changeable circumstances. It defines future, directs people in direction of achieving vision of the future and inspires them to achieve the goal in spite of all obstacles. Leadership, therefore, includes vision and spreading of values and goals among the followers, on the one hand, as well as motivating people to accept that vision and values as its own and to work mutually toward their realization, on the other hand. It is oriented to: purpose, principles, as well as consistently observing certain values, trust, communication, training and improving skills, build culture (and its changing), emotional investment in the motivation of the followers.[1 p. 142]

Leaders create vision that far-reaching significance in the business world and provide new way of responding to caused problems. Leader looks at present and see a different way toward the future so that rejects the way toward the future in the manner in which the things were solved until then, and imaginative reviews all fields of work.[8 p. 115]

Leadership, in contrast to management, relies on flexible structure, cooperative relations, and it is not hierarchically organized. Understanding of the relationship or management as well as process and leadership are divided in literature. Some authors see leadership as an integral part of management, focused on behavior of their followers, unlike the other authors who consider leadership wider than management, that not every manager is a leader that leadership claims characteristics, skills and knowledge integrated in a man, which not every manager has. From that point of view classical understanding of management comes, a management oriented to leading and leadership. Classical understanding of management includes processes of planning, organizing, personnel policy, leading and control. [3 p. 433-453]

Today, concept of management with orientation to leadership prevails. Deming believes that the key transformation of western business management claims that managers become leaders, and the substance is in understanding the fact that human resources is key for business, that they create everything else at the organizational, interpersonal, and business plan and that they are foundations of organizational culture. [4 p. 294]

Award and punishment are no longer the basic motivational funds, but the starting point is the fact people have creative needs and that their creativity should be putted into function of organization goals. [5 p. 415]

Preview 2. *Six differences between leaders and managers*

DIFFERENCES BETWEEN LEADERS AND MANAGERS	
LEADER	MANAGER
Interpretative power	Power of resources
Consciousness management	Position of the hierarchy
Creates and keep changes	Planning, organizing, and controlling
Creates vision	Carrying out of vision
The goal: efficiency	The goal: efficiency
Turbulent conditions	Stable conditions

The differences between leaders and managers meet in still existing in traditional organizational systems.

The present definition of differences between leaders and managers in the literature is “leaders work the right things, and managers are doing things right”. This definition is certainly not sufficient and complete, because it goes on the presumption that positions of leader and managers are in opposite poles, but it certainly is not the case in organizations, given the fact that it in any business environment work of both, leader and manager is necessary. [6 p. 141]

According to some authors, they are more or less competitive, they are and they are not complementary, but the one thing is quite true, that organizations need them to prosper. Organization in any case must not be solely dependent on one leader; other potential leaders must be present and it is necessary that the organization have executive managers who can continue the mission of organization assuming role of leader in any given time.

Kotter said that strong leadership and poor management can easily lead organization in danger and in this regard, he cited three possible consequences in complex organization: [6 p. 142]

- 1) Strong long-term vision without short-term planning or budgeting
- 2) Culture of the cult in the organization without many specialization, structures, and rules
- 3) Inspired by people who don't use control systems and disciplines for solving problems

In such organizations situation is often beyond control, deadlines are usually breached, there is no respect in terms of the approved budgets and promises made to consumers, and thus the threat to the organization are growing.

There are certain consequences that result from strong management and poor leadership in complex organization from which following should be noted:

- 1) Insisting on details, short-term deadlines, eliminating of risks and ordinary rationality with a small focus in the long-term, large images, strategies that include risks, as well as on the human values
- 2) Strong focus on specialization, the job is above people who are prisoners of rules and with minimum of insistent demands on integration, equalizing, and personal engaging of people.
- 3) Control and forecasting are in the first plan while the growth, training, and inspiration are not.

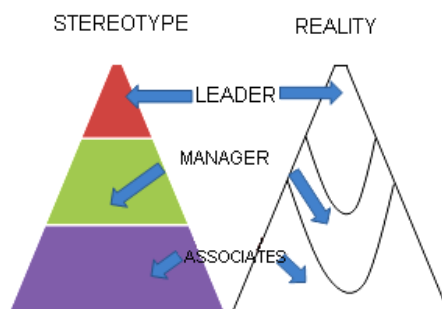
Such organizations are static, uninnovating and therefore, the organization is unable to adapt to changes in the market or technology. If the enterprise has a traditionally strong market position, performances are slowly getting worse, if there is nothing like that, very quickly.

Many people have stereotypes about positions of leader and managers in the organization who originates from the period of traditional organizational structure in which leader is alone at the top of the organizational pyramid, with a clear line of definitions from other managerial and other structures in the organization. Present days replace the right boundary line with an elastic line that reflects different connection, the connection that removes horizontal limits of management level in the organizational pyramid. (Review 3).

Modern organization causing quite different connection between people, so that excellent leaders realistically can be found in teams on the lowest level, and at the level of operative management – the associates. The same is the case with the management of the second level in the pyramid with changeable managerial roles in terms of their possibilities, skills, and benefits for the organization.

Modern organization is characterized by the fact employees were firmly linked not only because of interdependence of teams within the organization, but they are already directly linked with customers and with other actors in the environment. In such situations, leadership displays a special quality that recognizes values and gives priorities to ambitious and capable managers, which is of critical importance for the success of the organizations on the market.

Review 3. *Reality and the stereotype of positions in the organization* [7 p. 171]



Many authors make difference between leaders and managers. Zaleznik is among the first who claimed that leaders and managers are substantially different types of people [9. p. 67-78]. He is of opinion that managers are reactive and to entered few emotions in work with people, while the leaders create an emotive relationship. He sees difference in the fact that managers are trying to reduce the number of possible alternatives, and leaders are trying to create ideas and to increase number of possible solutions of problems for the long-term period. Their perception of differences between leadership and management Bennis and Nanus have expressed in often cited sentence " managers are doing things right, leaders work the right things" [10]. Rost adds that leadership includes mutual influence, while the management is one-way relationship of authority.

He believes that leadership is aimed to process of achieving common goals, and management at harmonizing the activities to perform work. Leaders and followers work together to achieve real changes, and managers and their employees join forces to sell goods and services [11, p. 149-152]. Kotter claims that basic functions of the management are to ensure order and consistency in the organization, a leadership that challenges changes and upheavals. "Management is linked to an effective functioning of organization, and leadership is linked with changes." [7 p.171]

Today, an organizational model that is able to deal with all the changes is the most respected; the model of high performance organization, with leaders who are thinking about winning and that transformed challenges from environment into chances and long-term growth and development in the market.

3. RESUME

Today, an organizational model that is able to deal with all the changes is the most respected; the model of high performance organization, with leaders who are thinking about winning and that transformed challenges from environment into chances and long-term growth and development in the market.

Modern organization causing quite different connection between people, so that excellent leaders realistically can be found in teams on the lowest level, and at the level of operative management – the associates. The same is the case with the management of the second level in the pyramid with changeable managerial roles in terms of their possibilities, skills, and benefits for the organization.

Modern organization is characterized by the fact employees were firmly linked not only because of interdependence of teams within the organization, but they are already directly linked with customers and with other actors in the environment. In such situations, leadership displays a special quality that recognizes values and gives priorities to ambitious and capable managers, which is of critical importance for the success of the organizations on the market.

Leadership includes a process that is primarily created by the organization or adapting them to changeable circumstances. It defines future, directs people in direction of achieving vision of the future and inspires them to achieve the goal in spite of all obstacles. Leadership, therefore, includes vision and spreading of values and goals among the followers, on the one hand, as well as motivating people to accept that vision and values as its own and to work mutually toward their realization, on the other hand. It is oriented to purpose, principles, as well as consistently observing certain values, trust, communication, training and improving skills, build culture (and its changing), emotional investment in the motivation of the followers.

*“Managers are people who are doing things on the right way,
and leaders are people who work the right thing”*
Bennis, W.

*“Management is connected to an effective functioning of organization;
leadership is closely connected with the changes”*
Kotter John P.

REFERENCES

- [1] Robbins, S., Coulter, M., Menadžment, osmo izdanje, Data status, Beograd, 2005, ISBN: 86-7478-016-4
- [2] Bateman-Snell, Management, Competing in the New Era, McGraw-Hill Companies, 2002. ISBN: 0-07-121429-1
- [3] Stoner, .A.F., Freeman R.E. and Gilbert D.R. Management. Sixth Edition, 1995. ISBN: 86-7307-143-7
- [4] Covey, S., Principi uspešnog liderstva. Beograd, Grmeč- privredni pregled. 2000. ISBN: 86-315-0199-9
- [5] Dierkes, M., Berthoin, A., Child, J., Nonaka, I., Organizational Learning and Knowledge, Paperback, 2003, ISBN13: 9780198295822
- [6] Kotter, J.P., A Power for Change, The Free Press, USA, 1990.
- [7] Kotter, J.P., What Leaders Really Do, Harvard Business Review Book, USA, 1999. ISBN: 0-87584-897-4
- [8] Haas, H., Tamarkin, B., The leader within, New York: Harper Colins, 1992.
- [9] Zaleznik, A.: Managers and leaders: Are they different? Harvard Business Review, 55/1977
- [10] Bennis, W.G., Nanus, B., Leaders: The strategies for taking charge, Harper & Row, New York, 1985
- [11] Rost, J.C., Leadership for the twenty-first century, Preager, New York, 1991,

CONTEMPORARY MANAGEMENT IN FUNCTION OF MANAGING ORGANIZATIONAL CULTURE

Nikić Predrag

Faculty for Commerce and Banking, University "Alfa", Belgrade, Serbia

***Summary:** This paper analyses the influence of contemporary management, which affirms the importance of the managers' competences influence to process of managing organizational culture and organizational behavior in general. Management actualizes the promotion and development of the skills of the employees and managers. Managers' competency can be perceived through variety of the relations which an organization achieves, and the importance of influence to achieving of organizational functions is especially important here. Managers "induce" their own understanding of reality to members of organization, and in that way most directly contribute to realization of important functions of organizational culture.*

***Key words:** management, organizational culture, organizational behavior, managers' competencies.*

1. INTRODUCTION

The reason of studying of the management's influence to the organizational culture arises from the potential of its influence to the business and business performances. The character of the important elements of company's organization is the things which highly define the organizational culture, like for example: organizational culture's character, type of motivation of the employees, control system's character, management leadership style...

For the accommodation of the organization to the conditions of acting in the environment (extern adaptation), modern manager knows that there should be formed a unique concept according to adjustable market survival's questions, and also the concept of business acting. In constant organizational accommodation to the conditions of environment's acting, it is important to form a unique concept about questions of existence, meaning and efficiency of acting. It is mostly demonstrated by the organization's mission. From the mission run underlying premises. Modern manager knows very well that that is the way of activating of potentials of organization's members, and making conditions for process of identification. That can be achieved only by providing a consensus of the members on mission's core and basic tasks and existential questions.

2. MANAGER IN FUNCTION OF PROMOTING ORGANIZATIONAL VALUES

The role of the establisher or senior manager is the crucial in the process of understanding the mission's core. Manager presents his intentions, values, his strong beliefs, and finally with his own behavior and virtues gives example which transmits to other members of the organization. Manager knows very well that his example and behavior should confirm declared values. That's the only way declared values can become the base of the organization's success. An agreement about the goals achieves with agreement of all the members and with common language related to projected organizations' goals, having the available time and necessary expenses on mind. Schein believes that the goals could be considered as an element of the culture, only when an

agreement about all the particulars of achieving the goals is achieved. Of course, it is also necessary an agreement about means of achieving the goals, because they are also directly related to the behavior. Form of agreement about means of achieving the goals defines particular style of a company. That's how the area of responsibility, acting and work field, system of rewording, company's structure, encouragements, information systems, and communication determines. Agreement in organization has to be achieved concerning also the evaluation of our own results, just like the ways, criteria, and information about the results of work activities. Competences help manager to control the organizational behavior. Emotional intelligence gives manager the resonance- the ability of inducing his qualities to the employees.

3. MANAGER AND INTERNAL INTEGRATION

In order that organization achieves its goals successfully and adjusts itself to the external environment, manager encourages development of certain systems of internal relations among the employees and elements which stick the employees together with unique acting in relation to the goals and external environment (function of internal integration). In the process of adjusting to the environment, the culture determines the ability of receiving and interpretation of signals from the environment, which are important for further business. If the organization has the culture strongly based on the obsolete premises and values, it can be brake for further development. In the process of successful achieving their goals and adjustment to the external environment, company should develop a proper system of internal relations between their members, and also elements which stick those members together and manage special acting in relation to the goals and external environment.

Schein¹ marks following elements of internal integration:

ELEMENTS OF INTERNAL INTEGRATION	1	creating a common language and conceptual categories
	2	determination of group limitations and criteria for entering the organization
	3	division of power and status
	4	creating the rules for getting trust, friendship and love
	5	determination and assigning rewards and punishments
	6	explaining of the unexplained- ideology and religion

4. COMMUNICATION SYSTEM AND LANGUAGE

In course of time members of organization form their own conceptual categories, and that differ them from other groups. The following formulations tell us about the relations towards owner or manager: "God has commanded", "The one above claims that from us". The employees often call the owner or top manager "daddy", "chief", or "number one". In this conceptual categories we can discover plenty of symbolical meaning which that conceptual category possesses, and also how came to that situation.

Human aware manager² contributes to the success and maintenance of organization with direct communication and close cooperation of all members. Results of such manager's acting are opened and informal communication channels which will be understood as something completely normal and necessarily by the employees. The same refers to the ways of greeting and communicating with business partners.

5. DETERMINATION OF GROUP LIMITATIONS AND CRITERIA OF BELONGING TO THE ORGANIZATION

It is necessary organization to be accordant to criteria about who can enter and belong to the organization. Those criteria are first established by the owner, and later by the manager. They are components of the criteria of employment, actually job hiring. In companies with strong culture of job hiring, besides the qualifications, there are also important: personal characteristics, as well as value orientations of the candidates. In that way checks the degree of conformity of the candidate, with system of values in the organization.

¹ Schein, E.: Unternehmenskultur, Campus, Frankfurt/M, 1995.

² Maslov, A: Psihologija u menadžmentu, Adižes, Novi Sad, 1998.

If the basic criterion of progression is obedience, it is clear that that kind of organization goes towards the retention of existent condition. If criterion for progression is work efficiency, in that case is organization primarily directed to the efficiency.

At first the owner tries to direct the process of power division in accordance with his own values. He, consciously or unconsciously, imposes his own criteria to the members. If later comes up that they are useful for the development and survival of the organization, the employees will accept and follow them. In that way criteria of the establisher pass the test, and if it comes up that they are good, they become result of compliance. If division of power turns to be inefficient, it appears plenty of conflicts and dissensions. In that case, the organization spends much energy for overcoming the conflicts, instead of achieving the goals.

6. CREATING THE RULES FOR GETTING TRUST, FRIENDSHIP AND LOVE

For integration of the employees into the organization, it is important the relation of manager, as the most dominant person, towards the other members of the organization. It appears the question on base of what can manager get the employees' trust, and how can the feelings of friendship, hostility, affinity, and even love in the organization be canalized?

Substantial, social, and emotional competences of manager help in stabilization of tolerable and acceptable relations among the employees, and affirm the way of controlling the aggressive behavior. Depending on the fundamental values in organizations, could be developed distant or formalized relations, wideness or confrontation.

In order to maintain integrity, the group forms its own rules of sanctioning and encouraging of desired behavior. Social intelligence manages manager to identify where he should intervene, but also to find a proper method of intervention. Socially and emotionally intelligent manager doesn't use rough methods, but send subtle signals which employees can identify as rewards or punishments. The employees interpret the behavior of their manager. In competent manager's behavior employees can identify the interest about their needs and security. However, interruption of communication with manager can be interpreted as a sign that somebody "fall into disfavour".

7. INTERPRETING OF THE INEXPLICABLE

It points to bases of religious belief or ideology which an organization belongs to. In collectivistic ideologies there is a tendency of accepting the order or authority without an explanation, where any kind of question is unwelcome. Opinions from higher instances are being accepted without a critical review, because it is believed that, as they come from high instances, they should be accepted as undeniable. Beliefs and ideology are shown in the company's philosophy. Just like the philosophy reflects he attitude of an individual towards the world which surrounds him, in the same way the philosophy of business reflects the attitude of organization towards its environment. Companies as units important for survival and development of the society do not exist just for their selves and unprompted, but they have their own purpose in that society. The purpose and the meaning of existence arise from the needs of that society and individual in it.

Besides from the element of internal integration, it is important to emphasize the role of personality of manager- leader as a model which can get a trust or mistrust by vibrations of his visions and his activities. Emotional intelligence provides a resonance to the manager- the ability to transfer the vibrations of his vision to the employees, having constantly awareness about their emotional status. The importance of manager's emotional intelligence shows in profiling of organization, but not only as towards those who form the organization's profile, but also as a model which personifies declared values of organization by its own example. Emotionally intelligent managers in a very distinct way present appropriate behavior, way of work, communication's style, and they take care that, in eyes of the employees, the values and rules always be declared, as the main part of organizational culture.

Dill and Hugler point to the importance of derivative function of corporative culture.

"Derivative function derives from the primary function of company's culture, in a way that it does not originate directly from the values and norms, but as indirect consequence of consensus which appears based on them. Derivative functions are presented as effectiveness and efficiency of the company. Efficiency presents as a relation between input and output and it represent tendency for economy. Effectiveness is wanted output, actually an ability of achieving a certain goal."³

³ Dill/Hugler: Unternehmenskultur und Führung betriebswirtschaftlicher Organisation, 1997, str. 146.

Primary functions show as result of formed mutual values and norms of the employees, intern relations and decisions, and also the activities and behavior of the employees. From such homogeneity arises following functions of corporative culture, which are directed to increasing of economic results of the company.

Coordination function of the organizational culture includes coordination of activities of parts of the organization to achieve the basic goals, actually achieving economic results. It is expressed as a need in organizations with a high degree of division of labor and specialization in order to ensure synchronization of activities of individuals and groups in achieving business results. The effect which achieves organizational culture solves the problem of orientation in work on all hierarchic levels. The competences enable the manager an ability to establish certain valid values. In that way are provided conditions for reducing the need for coordination, with a help of formal rules and administrative instructions. Manager influences on forming of wanted organization's culture, giving his contribution to solving of organization's problems, managing and control, which is hard to achieve in high formalized company.

The need for integration comes from the problem of differentiation of the system and centrifugal tendencies (integration function of organizational culture). Organizational culture seems like some kind of social glue which connects parts of the company. That connection originates from the common values and norms, which enable the feeling of membership. The culture determines perception of the employees, actually the way they perceive and interpret organizational problems and claim solving them. That is why the organizational culture is a strong integrative factor.

Motivating function of organizational culture origins primarily from the employees' possibility of identification, and possibility of satisfying the inner needs (for example for belonging) of the employees, and also from possibility of finding sense of the work activity and total business activity of the organization on the market environment. Both the functions strengthen the capacity of organization for achieving entrepreneurial goals. So, organizational culture influences on company's performances betterment, because it influences on: increasing of the employees' motivation, increasing of work productivity with more active conduction of the preset goals of the company, reducing the expenses of the business, reducing a number of absence from work, increasing of business stability, increasing of loyalty to the company, bettering of communication and interpersonal relationships, respecting of declared norms and values, making the feeling of safety and satisfaction in a worker, overcoming the affective conflicts, providing an opened communication between the employers and employees in a process satisfying needs of the clients for a product or services. Both of the functions (internal integration and external adaptation) work related and simultaneously. They strengthen capacity of the company for achieving the entrepreneurial goals, and at the same time they affect the success of the business. That is the reason of increased interest about the concept of organizational culture in management theory and praxis.

Organizational culture affects the formulating and achieving business strategy of the organization significantly. Concept of the strategy and strategic managing appears more and more in praxis and it can very successfully replace the previous concepts of long-term planning and business policy in managing the organizations. The strategy is "a planned decision about basic ways of achieving goals"⁴, which influence on the business is very important. It represents the way in which the organization harmonizes its abilities and resources with demands of market's environment. As the basic components of strategy, mostly mentions: the area in which the company does its business, the way of achieving competition advantage in selected areas, and allocation of resources to the selected actions' directions.

Organizational culture affects the process of formulating the strategy in many ways: First it constitutes the way in which the company understands its environment. With its postulations, values and beliefs when it comes to the position of the company in the environment, the organizational culture constitutes the sources, types and ways of gathering the information. Companies with a culture in which dominates the values of openness towards the environment, extrovert perspective and adaptability, have more developed praxis and mechanisms of saving the environment. Both external analyses and analyses of the internal environment are under effect of the organizational culture. Rating of resources and company's abilities are also based on the values, beliefs and concepts in the company.

The organizational culture causes a selective perception of events from the environment. Organizational culture affects the perception during making strategic decisions trough mental and interpretative scheme, which represents generalized and systematized knowledge of the individual about certain appearing and which helps in interpretation of events from the environment. Organizational culture, with its concepts, values and beliefs, determines the big part of the mental schemes of the organization's members. It represents a certain filter through which some information pass, and some of them do not. The selective perception represents the basic reason of many failed investments, because some pieces of information were favoured,

⁴ Milisavljević M: 1996.

and some pieces, which tell us about the risk, were not considered to be important enough (like they were invisible). Organizational culture directs the interpretations of the events from the environment.

Companies which had abilities to integrate the observed trends from the market's environment to its business, successfully accommodated to the market's demands.

Organizational culture affects like a factor of strategic choices in the interpretation, and that's how it affects most directly to the successfully accommodation to the market's demands. Organizational culture determines the reaction of the company and its choice of the strategic option. Although there is a consensus about the way of interpretation of information from the environment and about that what they actually mean, it is important to make a consensus about the direction of the actions which should be taken. During the embargo, companies in Serbia faced to the choice of the two strategies: waiting to pass, or take the active changes accommodate to the new occasions, which led to changes in producing program, technologies, and organization of companies in many companies.

Incompatibility of the strategy of the company and organizational culture appears because of the pressure from the environment, and with appearance of new management, during the merging or taking over the companies, it always appears a problem of different cultures in companies which take part in that processes. Different concepts, values and beliefs of managers and employees in two different companies can make a process of coordination of common business activities harder.

8. THE INFLUENCE OF THE ORGANIZATIONAL CULTURE TO THE CHOICE OF THE COMPANY'S ORGANIZATIONAL STRUCTURE

Organizational structure is mostly defined in a way that activities in organizations are shared and integrated in one unique complex. It represents a relative stabile model of relations between works and tasks, just like between positions of deciding in the organization. The choice of organizational structure in the organization has a significant influence on efficiency. Organizational structure can expedite the efficient evaluating of business processes. But, its influence can also be negative for the business results of the organization. A proper structure should provide quality making and conducting strategic decisions, and also to provide timely observation and accommodation to the demands of the market. The proper structure is the one which provides functionality in actual market's conditions. The parts which the employees have in the organization's functioning are being formalized by the structure. That's why it is mostly presented by the organizational scheme. "Under the influence of certain culture the organization can build the organizational structure which is not expected considering the other relevant factors"⁵. So, in a relative big company you can see a low formalization, and high level of decentralization in a small and young company.

"Organizational culture achieves its effects to the level of formalization of the organizational structure, and because its coordination mechanism, it achieves its effects trough relation towards uncertainty, changes and risk."⁶ Presence of high level of avoiding uncertainty characterizes negative attitude towards the changes and risk, just like the high level of formalization and application of standardization of the process, as the mechanism of the coordination. But, the low level of avoiding the uncertainty and risk tells us that the employees accept the changes easily. The level of formalization is low, and those kinds of organizations are not disposed to the bureaucracy, while the coordinate mechanism is communication to each other or directly manager's leading.

Organizational culture also affects the level of centralization in making decisions. The power's distance, according to Hofstede, represents the level in which the employees in one organization can accept that the power in the social system is unequally distributed. In cultures with high power's distance, the employees believe that the unequally distribution of the power is the natural condition, and that it is natural that some people have all the power, and others are independent on them. In those cultures develops a relation of submission and dependence between managers and employees. In that case managers are considered to have supernatural power; their abilities are mythologized and idealized. Low power's distance means delegating the authority, actually decentralization, which is followed by the democratic style of manager leadership. So, we can conclude that different organizational cultures claim usage of different organizational models.

⁵ Pheysey, 1993

⁶ Hofstede, 1990.

9. THE INFLUENCE OF THE ORGANIZATIONAL CULTURE TO THE MOTIVATION AND EMPLOYEES' NEEDS

Organizational culture can be a strong motivator which mobilizes the energy of the employees and directs it to the company's performances enlargement. Culture can also make the employees unmotivated and brake achieving of business activities. The success depends on the degree of matching of assumptions, values and belief of the organizational culture and motivation profile of all the employees. The compliance of the content of the culture with the system of needs and motives of the employees enables the positive influence of organizational culture. There are culture organizations which represent an acceptable ambient for satisfying needs of appurtenance and connecting the employees with those who are not. Culture of power understands an organization as a family, with a father on the top of the organization. Manager has the biggest power, but also the obligation to care about the needs of the employees. The employees return with their loyalty. Culture of power fits the employees which have expressed need to belong somewhere. Culture of tasks favours the team work and the picture of organization as an assembly of relative autonomic teams which do complex and challenging tasks. Culture of tasks creates an acceptable ambient for those who have a strong need to be connected and to belong somewhere. Cultural role and culture of support don't include the values and beliefs which are compatible to satisfying the need of belonging and connection of the employees.

10. THE INFLUENCE ON THE CHOICE OF CONTROL IN THE COMPANY

Control system in organizations provides that making decisions which lead to fulfilling selected goals of the organization be assured. With a process of control the organization limits the behavior of its members; it defines dimension of the freedom of the employees in acting and making decisions.

Control of employees' behavior in the organization represents the necessarily condition for mutual coordination. The control provides that deviations of planned system of activities be detected and removed in time. There are two control types: administrative and social control. Administrative control achieves with help of formalized system, which is designed by management of the organization. Social control is a spontaneous process, which is created by the functioning of the organization as a social system. Organizational culture influences on both of the control types. In administrative control the culture appears as a factor of choice of means or mechanisms of control in the organization, while in the social control the culture appears as a device of the control. Contrary to the administrative, the social control doesn't provoke negative reactions of the employees. Social control acts from the inside. Emotional intelligence provides the manager a proper choice of devices and mechanisms of control in the organization. Emotional intelligence is a sophisticated device of control, because it doesn't provoke reactions of resistance of the employees.

11. INFLUENCE OF THE CULTURE ON THE STYLE OF LEADERSHIP IN THE ORGANIZATION

Managerial leadership represents "the process of influences and direction of members of the organizations work activities".⁷

Manager defines dimensions of reality and transfers them to the employees. Manager draws the power of influence from the legitimate acceptance of the employees that he, instead of them, defines the meanings of the things, events and appearances from the environment and defines also actions that should be done. Manager defines the sense and gives explanations of all the events in the organization. A relation between the employees and the manager considers the presence of dependence. That dependence is mostly voluntarily, unconscious in its significant part, but very often a result of a compromise. Contrary to the leader, manager has not ability to articulate meanings and understandings of the world of the employees. Manager can only achieve his right to affect the activities which will help the organization, and that creates from his hierarchical position, his characteristics and social skills. Although the power of manager's influence creates from the formal status, emotional intelligence provides the manager leader characteristics- ability to mobilize the attention of the employees, articulate the meaning of the world in an acceptable way, and also to define efficient collective action which will be accepted by the employees voluntarily.

However, the organizational culture significantly affects the way of the managing will be accepted and efficient in the organization, not excluding the effects of the manager's influence on the organization's culture. Organizational culture creates organizational ambient in which one style of managerial leadership is

⁷ Stoner, 1996.

more acceptable than another, with a help of its concepts, values and norms. The employees internalize the content of the organizational culture; actually they put it in their own cognitive- affective and behavioural concepts which they use during the interpretation of the world and deciding about the actions they should start. The values of the organizational culture direct the employees' behavior in everyday situations in the organization; how to establish relationships with clients, among the employees, and how to establish a relationship with manager. Manager can't survive for a long time in the organization if he doesn't respect the rules established by the organizational culture, except if he himself changes the culture. "Success of a chosen style of managerial leadership highly depends on his agreements with the concepts, beliefs, and values which determine the organizational culture".⁸

12. CONCLUSION

We can conclude that managerial competences can accordingly affect the valuable orientations and organizational culture. Managers "induct" to the members of the organization their own perception of reality and in that way most directly affect the corporative behavior. The employees will easily manager's values if those values turns to be right in the praxis (if they help them solving the problems and threats from the environment). The values will stabilize by time as primary premises and values of the company, which will be further transmitted to the new workers. That's how manager becomes the initiator of forming, stabilization or transformation of the company's culture. In Serbia, there is need for research of significance of the managers' competences, which can be important factor of managing the organizational culture. That is why in Serbia more attention should be paid to the choice of the manager. It can be concluded there is a need for further carefully contemplation of manager's skills and abilities, as a factor of managing corporative culture, especially when we have on mind that it can be achieved by learning.

REFERENCES

- [1] Berkowitz, L., Social norms, feelings, and other factors affecting helping and altruism, in Berkowitz, L. (ed.), *Advances in experimental social psychology*, Acad press, New York, 1972.
- [2] Zimanji, V., Bihejvioralni pristup promenama, članak u zborniku sa simpozijuma 2000.
- [3] Kluckhohn, F.R., Strodtbeck, F.L., *Variations in value orientations*. Evanston, IL: Row, Peterson, 1961.
- [4] Pržulj, Ž., *Kultura i preduzetništvo*, Izdavač: Zadužbina Andrejević, Belgrade 2000.
- [5] Hol, S. K., Gardner L., *Teorije ličnosti*, Nolit, Belgrade 1983.
- [6] Maslov, A, *Psihologija u menadžmentu*, Adižes, Novi Sad, 1998.
- [7] Nikić, P., Povezanost vrednosnih orijentacija i preferiranih životnih stilova menadžera i organizacione kulture, *Anali Ekonomskog Fakulteta u Subotici*" broj 18, str. 163-173, 2007.
- [8] Nikić, P., Emocionalna inteligencija menadžera u funkciji etičkog ponašanja u organizaciji, *Anali Ekonomskog fakulteta u Subotici* br 22, p 61-69, 2009.

⁸ Janićijević N: *Organizacija – kolektivni um preduzeća* , Ekonomski fakultet, Beograd, 1997.

TECHNOLOGICAL MANAGEMENT ROLE FOR COMPETITIVE ADVANTAGE EFFECTUATION

Nikolić Dragoslav¹, Nikolić Vladan²

¹Fakulty of Management, Novi Sad, Serbia

²Chemico Export Beograd, Belgrade, Serbia

***Summary:** In this Paper, Technology Managing and main principles which separating Technological Management have been shown. Although, in subject paper essential changes in Technology Control within the end decade of the last century, announcing start for new technological paradigm in fluently days of new century, has been enclosed. Namely, due to the fact that firms are paying increasing attention to the value implications of technologies have been triggered by two reasons. First, and perhaps the most obvious has been in the forefront of change during the last several decades, bringing new products, transforming our way of life, and changing the rules of the marketplace. A second, perhaps less obvious, reason for the increased attention to the strategic management of technology is the fact that technology accounts for a large share of the productivity gains during this century. This process of rearranged and the knowledge that lies underneath it-things that are typically classified as intangible assets in a firm or technology, as we will define it-contributes to the wealth of nations.*

Key words: Managing, Technology, Competitive Advantage

1. TECHNOLOGICAL ENVIRONMENT

From an open-systems perspective on analyzing organizations, the performance of an organization is intricately linked with the environments in which it operates. Thus, in all open-systems theories of organizations, the environments of organizations constitute a basis on which internal management actions are designed. The central problem of management is viewed as orchestrating organizational activities to meet the challenges of the environment. These theoretical notions extend to the management of technology. Thus, understanding technological environment is critical to the successful management of technology.

Although the focus of this chapter is on technological environment, we will start our discussion with a description of the various environments facing a firm. We do this because technological environment not only shapes, but also is shaped by, other environments confronting an organization.

In theory, almost everything outside the boundaries of a firm constitutes its environment however, such a description is not useful for understanding the critical environmental influences on organizational functioning. To provide some clarity to understanding the key environmental influences, it is helpful to visualize a firm as being enclosed within three layers or levels of environment: (1) task environment, (2) industry/competitive environment and (3) general or macroenvironment. These levels of environment are shown in Figure 1.

Task environment refers to the set of customers, suppliers, competitors, and other environmental agencies (such as trade associations) directly related to the firm. Much of the day-to-day operation of a firm involves activities dealing with its task environment: A firm may negotiate a new source of capital with potential investors, enter into a component co-development agreement with its supplier, or attend to upgrading its service to a particular group of customers. The task environment is more or less specific to a firm and is not

necessarily shared by its competitors: Customers are often loyal to specific brands, and suppliers may have granted preferred-customer status to the firm.

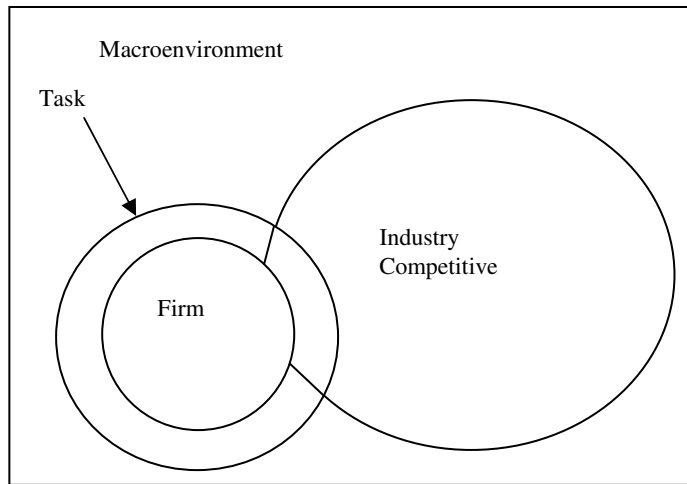


Figure 1. Levels of Environment

Beyond the task environment lies the competitive or industrial environment that is comprised of a firm and its competitors functioning in the same industry. At this level, environmental factors directly affect all competitors in the same industry. New entrants, substitute products, suppliers of raw materials or components, customers, and rivalry among competitors influence what happens in an industry? Although factors in the competitive environment directly affect most competitors, they may do so differently. For example, when a new firm is entering an industry, it may significantly affect some competitors in the industry but may have little impact on others¹.

At the broadest level lies the general or macroenvironment. Macroenvironment affects almost all industries. There are four major segments in the macroenvironment: social, economic, political, and technological. In Figure 2, we have sketched the major segments of macroenvironment.

The social environment consists of demographics, lifestyles, and social values. Demographics refer to such items as the population size, age structure or geographic distribution of population, ethnic mix, and/or income levels. Lifestyles represent such elements as household formation, patterns of work, education, consumption, and leisure. Social values include such ideas as the preferences of people for political parties, attitudes toward social habits such as smoking, acceptance of new technologies such as "green technologies," or economic values as reflected in pursuit of economic growth or trade-offs between economic progress and its social costs.

The economic environment consists of the general set of economic conditions facing all industries. It includes the stock, or physical, natural resources and the aggregation of all markets where goods and services are exchanged for payment. The economic activity is reflected in levels and patterns of industrial output, consumption, income, savings, investment, and productivity².

The political environment incorporates all electoral processes that are administrative or regulatory and the judicial institutions that make a society's laws, regulations, and rules. This is perhaps a very turbulent segment of the environment.

The technological environment is concerned with the level and direction of all technological progress or advancements taking place in society, including new products, processes, or materials and the general level of scientific activity and advances in fundamental science (for example in physics).

A simple way to remember the four segments is by the acronym SEPT (social, economic, political, and technological).

Figure 2. also underscores two important features of the macro environment:

- 1) The various macro environmental segments are interlinked, Thus for example, the political sector may influence technological and economic environments, whereas the technological environment may influence the lifestyles (by rendering some new products available to consumers) as well as the economic sector of the environment. Thus, when we talk about the technological environment, it is

¹ Porter, Michael. "Capital Disadvantage," *Harvard Business Review*, 1992.

² Foust, D. and Mallory, M., *The Boom Belt*, *Business Week*, 1993

important to appreciate that some of the developments that take place in the technological environment are influenced by the developments that are currently taking place or that have already developed in other segments of the macroenvironment. Put another way, the technological environment is related to other sectors or the macroenvironment.

- 2) The various segments of the macroenvironment may differ from one nation to another. For example, on the North American continent and especially in the United States, the demographic characteristics are quite different from the demographic characteristics in the Asian countries: The population growth rate in many developing nations far outstrips population growth in the United States. In a similar sense, the political and regulatory structures that exist in the various nation states are often very different³. The economic and technological environment, however, cuts across nation states. Thus, there is increasingly greater economic interdependence among nations, which causes the economic sector of the macroenvironment to be increasingly global. In a similar sense, although the level of technological development of nation states may often be different, the technological environment pervades all nation states. To cite one example, fax machines are available all over the world; this has made it easier for individuals in various nations to communicate with one another.

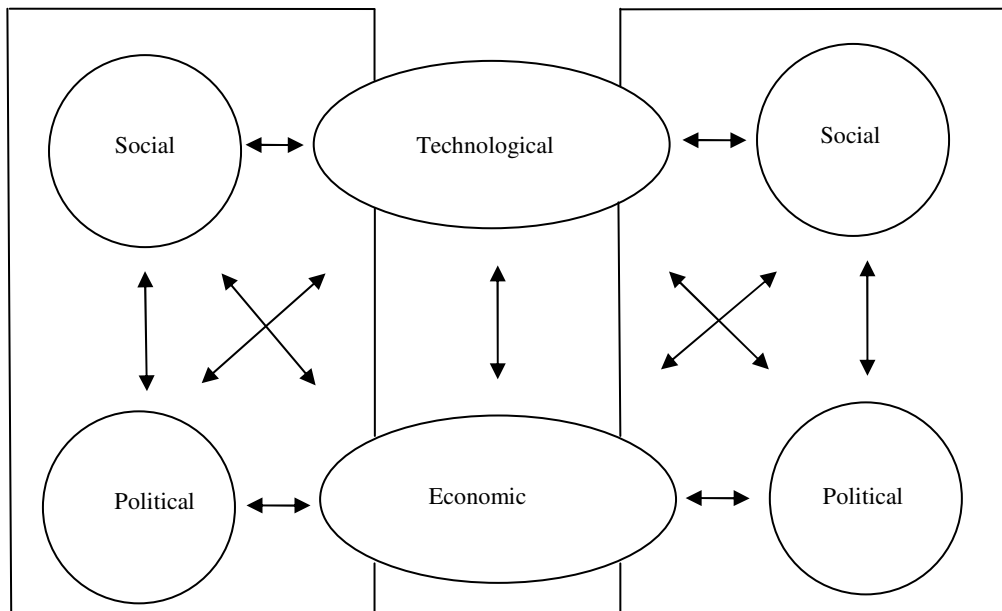


Figure 2. Macroenvironment

2. MANAGING TECHNOLOGY INFLUENCE FOR COMPETITIVE ADVANTAGE

Technological environment is thus; a major segment of the macroenvironment. This segment is interlinked with the other macroenvironmental segments; nevertheless, it constitutes the primary environmental segment influencing the management of technology. Technological environment; is; the most visible and pervasive macro environmental segment: in a society for three reasons:

- 1) It brings new products, processes, and materials.
- 2) It directly impacts every aspect of the society around for example, transportation modes, energy, communications, entertainment, health care, food, agriculture, and industry.
- 3) It alters the rules of global trade and competition.

What makes up the technological environment? It is composed of institutions that participate in the creation of new knowledge (what is often referred to as "science") and the application of that knowledge to develop new products, processes, and materials (what is; often referred to as "technology"). Technology development

³ Kelly, P. and M. Kranzberg, *Technological Innovation: A Critical Review of Current Knowledge*. National Science Foundation, 1995.

(or development of new products, processes, or materials) consists of two sets, of activities: creation of new knowledge and application of that knowledge.

The knowledge base of technology usually derives from basic research, defined as original investigations of advancement of scientific knowledge that do not have specific objectives or bind this knowledge to practical problems. Basic research focuses on generating scientific knowledge and deals with fundamental questions of science. Scientific research is often cumulative: Research questions begin in some current state of scientific knowledge; these questions stimulate research projects from which scientific results are published in scientific literature. Discoveries in science provide opportunities for technological invention. Times, most technological innovations can be traced to scientific research activities, although they often result from interplay of scientific and practical operations⁴.

This consists of investigations that are intended to solve practical problems. Modern inventions must be versed in the latest scientific knowledge and techniques. For this reason, many corporate laboratories are staffed with scientists as well as with engineers,

Scientific knowledge is put into practice in order to design an innovation that will solve a perceived need or problem. Researchers involved in application are the main consumers of basic research. The end result of their efforts is often a product prototype that may have commercial potential.

Application of knowledge itself consists of several activities: applied research development, engineering, and commercialization.

Applied research usually consists of scientific investigation of known phenomena that do not typically advance scientific knowledge. For example, an oil company may investigate the strength of pollutants of a new type of gasoline.

Development reduces the knowledge to practice in workable prototype form.

Engineering defines the knowledge for commercial exploitation or other practical end users.

Commercialization includes activities such as manufacturing that finally put the technology to use till it becomes adopted and used by others.³

During technology development, these activities often overlap; thus, the demarcation line between these activities is often hazy. Nevertheless, a different level of technological skill and business orientation is needed for each. For example, applied research requires expertise in conducting scientific experiments; development needs design skills; engineering requires expertise in process development; and commercialization requires business skills. Hence, these levels are normally performed by different groups of individuals in a society⁵.

The preceding discussion of technological environment does not focus on specific technologies; but rather on the organizations and activities involved in the development of new technologies. We have not focused on specific technologies because they are numerous, and the characteristics of each technology are, to a large extent, so unique as to preclude any general description of their characteristics. For example, it is futile to compare: genetic engineering with laser technology because they are quite distinct technologies.

3. GENERAL MODEL RELATIONSHIP BETWEEN TECHNOLOGY MANAGING AND COMPETITIVE ADVANTAGE

In all above discussion of technological environment, we underscored the fact that numerous organizations participate in the creation and application of new knowledge⁶. Technological change can thus be described at two levels: at the level of the individual firm or at the level of the technology.

Innumerable organizations in the technological environment are directly engaged in developing technology; they are involved in the various activities of creation and application of knowledge. The technological environment also consists of organizations not directly involved in such activities. Indeed, in the introductory vignette, we focused on the role of Technology Managing in stimulating research on microcomputer chips. Managing Technology was not directly involved in creation, but acted as a facilitator. Indeed, throughout this paper, we will come across the names of many different types of organizations indirectly involved with technology development⁷.

For the purpose of discussion, we distinguish between four types of organizations in the technological environment. The four types of organizations are displayed in a firm or by the adoption of art existing

⁴ Quinn, J.B., Mueller, J. A., "Transferring Research Results to Operations, *Harvard Business Review*, 1993.

⁵ Schnee, Jerome, "Government Programs and the Growth of High Technology", *Research Policy*, 1992

⁶ Michael Porter, "The Competitive Advantage of Nations," *Harvard Business Review*, 1990.

⁷ Ristić D., i saradnici, "Upravljanje razvojem, Cekom Books, Novi Sad, 2006.

innovation from outside. We will consider adoption of innovation from outside as part of the diffusion process, a second dynamic of technological change⁸.

The four-stage problem-solving model serves three purposes:

- 1) It provides a unifying framework within which we will be discussing the twin processes of innovation and diffusion.
- 2) It provides a normative framework for key management of technology decisions, such as new product introduction or value chain configuration.
- 3) It helps us to focus on the key questions that need to be answered during management of technology.

In Figure 3. we have also summarized the key questions that need to be addressed during decision making in technology management.

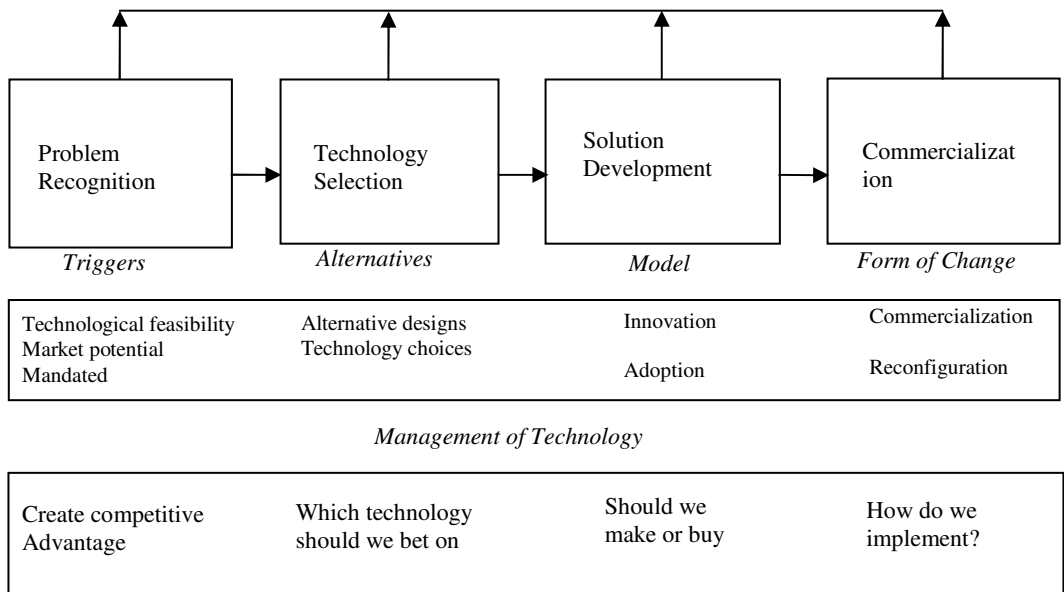


Figure 3. Model of Technology Managing

4. CONCLUSION

Looking back the task, from technological perspective, up to the facilitator technological development of the company, has been entirely clear. To be permanent, consistent on the path of innovation technology accordingly, as well as one may say „To be first in innovation process“ which company makes in the phase of competitive advantage.

Technological Managing focus is primarily founded on „Knowledge Management“ in certain technological environment, for Competitive Advantage. Successfully Technology Managing could be in many version, from old solution, using for new one, as well as for totally new solution, which all former solution could be left, and finally incremental solution from both way. It may be exception of the rule in Technology Managing, when company is very successful, and sometimes new superior products against old current brand on the market, should be launched on the market later.

Alternatively, technological change in the company could result redesign that products and process, focusing better effectuation or bigger customer demand.

REFERENCES

- [1] Porter, M., Capital Disadvantage, Harvard Business Review, 1992.
- [2] Foust, D., Mallory, M., The Boom Belt, Business Week, 1993

⁸ Nikolić D., „Menadžment u marketingu“, Cekom Books, Novi Sad, 2007

- [3] Kelly, P., Kranzberg, M., Technological Innovation: A Critical Review of Current Knowledge. National Science Foundation, 1995.
- [4] Quinn, J.B., Mueller, J.A., Transferring Research Results to Operations, Harvard Business Review, 1993.
- [5] Schnee, J., Government Programs and the Growth of High Technology", Research Policy, 1992.
- [6] Michael, P., The Competitive Advantage of Nations, "Harvard Business Review", 1990.
- [7] Ristić, D., Upravljanje razvojem, Cekom Books, Novi Sad, 2006.
- [8] Nikolić, D., Menadžment u marketingu, Cekom Books, Novi Sad, 2007.

О СТРАТЕГИИ РАЗВИТИЯ РОССИИ

Одарченко А.В.

Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия

В 2006 г. в своём Послании Федеральному собранию Президент России поставил вопрос о несостоятельности избранного пути преобразований и о необходимости перехода к новой модели развития. За время проведённых реформ появившиеся рыночные институты по своей эффективности несопоставимы с институциональными системами передовых стран и не стимулируют вывод производительных сил на новые уровни развития.

В этот период сырьевой характер экономики страны усилился, что во многом было обусловлено слиянием личных интересов российских бизнесменов с интересами транснациональных компаний и индустриальных стран по втягиванию наших природных богатств в орбиту мирового потребления.

По оценкам экспертов, конъюнктурный фактор, связанный с особенностями цен на энергию и сырьё, в ВВП России составлял в 2005 г. – 75%, в то время, когда за счёт внутренних факторов развития рост ВВП составил всего лишь 0,5% из 6,4% в 2005 году. Причём, большая доля произведённой стоимости изымалась из экономики в виде олигархической ренты, что отрицательно сказалось на благосостоянии населения.

Экономика нашей страны в процессе реформирования приобрела большую, чем когда-либо ранее, зависимость от мировой системы.

Реформаторы, сосредоточив усилия на институциональных преобразованиях по «западным образцам», упустили из внимания необходимость структурной перестройки российской экономики и изменения качества социально-экономического развития. Именно для России сегодня обеспечение качества роста должно являться ключевым вопросом развития и, прежде всего, преодоление чрезмерной социальной дифференциации расслоения населения, решение проблем бедности и снижающейся продолжительности жизни людей, ограничение чрезмерной эксплуатации природного и человеческого потенциалов национальной экономики, обеспечение расширенного воспроизводства физического капитала, переход на инновационный путь развития и формирование стимулирующего концептуально-стратегического порядка в выборе перспективной модели экономического развития.

По качественным, наиболее востребованным характеристикам и, прежде всего, по объёмам высокотехнологичного производства, показателям развития сферы науки, масштабам инвестирования российская экономика отстаёт от показателей 1990 г. Особенно произошёл огромный спад производства в обрабатывающей и машиностроительной промышленности. Например, выпуск металлорежущих станков в 2005 г. составил всего лишь 7% выпуска 1990 г.

Усилилась дифференциация населения по денежным доходам, которая является наиболее значимым социальным критерием качества развития. Так, в 2003 – 2004 г. индикаторы неравенства по доходам приблизились к уровням неблагополучных лет (1997-1999 гг.), когда они достигали максимального значения: индекс Джини в 2004 г. составлял 0,407 (в 1999 г. он был 0,400).

О неэффективности осуществляемых в России экономических реформ свидетельствует и низкая отдача от использования территориального потенциала и природных ресурсов страны. Занимая 13% площади мировой суши, Россия теперь производит только 2,5% мирового валового продукта. Это в 20 раз меньше, чем в среднем в мире, и в сотни раз меньше, чем в развитых странах.

По высказываниям некоторых аналитиков, эта ситуация в нынешних условиях может угрожать установлением внешнего контроля за использованием природных богатств нашей страны, поскольку

отечественные системы управления экономикой и обществом фактически не справляются с задачей рационального освоения собственной территории. Данная перспектива не может устраивать общество. Однако находятся некоторые реформаторы, подыгрывающие этим высказываниям. При этом провозглашается мысль, что России не следует стыдиться быть страной третьего мира. Эти рассуждения не реалистичны и пагубно вредны.

Они строятся на том основании, что индустриально развитые страны в первую очередь будут и впредь потреблять сырьевые и топливно-энергетические ресурсы безгранично, забывая о том, что происходят серьёзные качественные изменения в природно-экономическом взаимодействии в мире, что требует необходимости изменения методологической базы экономического регулирования и формирования принципиально нового типа развития, как национальных экономик, так и мировой в целом.

Именно в этих условиях в России поставлен вопрос о разработке новой модели экономического развития и, прежде всего, необходимо сформировать как минимум два следующих положения стратегического подхода к освоению этой модели:

- быстрое преодоление в конкретных экономических условиях отставания страны от ведущих стран мира с использованием всех факторов и источников развития;
- не допустить заимствования морально устаревших концептуальных подходов и институциональных форм и избежать подчинения российской модели развития ложным ориентирам и интересам внешнего мира.

Что же касается практики государственного регулирования экономики, то речь здесь должна идти о том, что принимаемые управленческие решения и последствия их действия должны удовлетворять двум типам критериев: конкретной экономической эффективности и социально-экологической эффективности. Здесь серьёзной проблемой построения и реализации новой модели экономического развития является необходимость согласования этих двух типов критериев эффективности при формировании ориентиров государственной политики на краткосрочную и более долгосрочную перспективу.

ЛИТЕРАТУРА

- [1] Губанов, С., Рост без развития и его пределы. Экономист, (2006), № 4.
- [2] Зверев, А., Базовые промышленные предприятия: оценка текущей ситуации. Экономист, (2009), №1.
- [3] Цикличность развития экономической системы и инновационные отношения в конкурентной среде. Экономический анализ: теория и российская практика, (2008), №2.
- [4] Чернышов, С., Новая Антарктида. Эксперт, (2006), №41.
- [5] <http://www.logistics.ru>

CUSTOMER LOYALTY AND CONVERSION MODEL

Panajotova Svetla¹, Nikolova Anyuta²

Technical University of Gabrovo, Bulgaria

¹svetla7561@abv.bg, ²anicol@tugab.bg

Summary: *The article introduces the society about loyalty of the customers to the brands. The purpose of the authors is to present the Conversion Model as a method for Commitment Measuring.*

To reach the purpose the authors used the Conversion Model from J. Hofmeyr and the Commitment Theory.

Key words: *loyalty, brands, conversion model, commitment, segmentation.*

1. INTRODUCTION

In accordance with the conducted study for customers' behavior the following results have been received:

- Every client makes in his life purchases in the field of foodstuffs amounting to about 125 000 Euro
- In the field of car sales this sum is considerably higher.

For the companies the outlined facts are of significant importance because they reluctantly part with their clients. The companies not only make turnover through their clients but the clients are in the same time bearers of advertising for the companies. Despite this the relationship with the clients is not a forced allianse for life. In order to bound its clients for a longer period the company takes in consideration the consumers' satisfaction. The latter is not only to be measured but to be improved as well.

A few themes during the past two decades have been widely discussed in science and practice as well as the theme for consumers' satisfaction. Due to the study of consumers' satisfaction an answer to this question has in a great degree been received- how much are the clients prone to use a certain service or good again and make purchases in the future. The number of the companies which are more and more interested in the concept of consumers' satisfaction and consumers' loyalty is rising. The satisfied, loyal clients are also a potential for "Cross Selling".

The aim of the authors of the current article is to reveal the application of „Conversion Model,, with consumers' loyalty.

2. CUSTOMER LOYALTY

2.1. Characteristics of loyal clients

According to F. Cottler *"the strong satisfaction or enjoyment of the purchase creates in the user not only rational preference but emotional affinity also towards the trademark. This builds up high degree of loyalty in the clients"* [2]

E. Berkovitch and a team of authors define the loyalty towards a certain trademark as: *"a result of the support (the reward) from a previous purchase". In that way the user diminishes the risk, saves time buying a product from the same trademark.*" [1]

It is necessary to be pointed out that the loyalty of the clients towards the trademark of the product as a whole is dependant on the degree of consumers' satisfaction. About the loyalty of the clients towards the trademark of the product should be taken into consideration *"the possible mix of BSP /Basic Selling Points/ and USP /Unique Selling Points/ which is perceived as a maximum advantage for the company towards the existence of stable consumers' satisfaction.* [3]

For the companies the loyal clients can be grouped as follows:

- highly loyal clients towards the company;
- prone to change towards the products of the company;
- prone to change towards the trademark;
- strongly loyal towards the competitors.

The divide of the separate groups of loyal clients for every trademark can look very different. In Table 1 is presented the loyalty of the clients towards different trademarks (popular) in the field of soap powder.

Table 1: Loyalty of the clients towards soap powder trademarks %

Soap powder trademark	Degree of loyalty				
	bound	variable	inclined to change	approachable	unapproachable
Persil	23	21	24	19	-
Ariel	13	18	28	37	4
Tandil	9	10	13	29	38
Sunil	4	13	28	44	9
Spee	6	10	14	34	35

Source: THS EMNID

The trademarks with a high percentage of loyalty of their clients are significantly distinguished /Persil – 23 %/. All analyses referred to these products about the loyalty of the clients distinctly show the advantage of a leading company on the market.

The inclination of the clients for a change from one trademark to another is revealed in the groups of less bound clients. It is necessary to be pointed out that these changes of using certain instruments can be prognosticated.

This data is of significant importance for making a decision about the strategy of the trademarks whether to offensively conquer the market or deffensively keep its market share.

The data about the loyalty of the clients towards the trademark is significant also for making a decision about appropriate advertising strategy. The tasks which the advertising of the trademark should fulfil are related to:

- the advertising should be aimed towards the current loyal clients /increasing of existing preferences towards the trademark/;
- the advertising should attract new clients /potential new users/.

2.2. Previous experience is important

Vast studies of customers' loyalty show that with the increasing of the consumers' experience in using products the advertisement has gerater chances for better influence on potential clients.

J. Hofmeyr and B. Rice conclude this confirmed state in several aspects:

- „Users of a brand are more likely to recall advertising for the brand than are non – users.
- In the same way, users of a brand are more likely to “like” the commercial than are non – users.” [4]

For the case in which the company is interested in positive evaluation of the advertising instrument instead of real evaluation, the company should pay attention to the fact that the users' share is unusually high in the extract of the preliminary test of the advertisement. In most of the cases the experience of the consumers in using certain trademark is more important in evaluating the advertisement than its appearance.

„The bigger your brand share, the more users of your brand you will have in the sample, and hence the higher the liking and noting scores will be for the campaign.” [4]

In the analyses of the data from Table 1 has also been ascertained that small, unpopular among the consumers trademarks have significantly lower values than these of the leading trademark despite the market share they

have. In the merchandising practise unpopular trademarks can not reach the specific standart values of Awareness and Likeability at all.

For effective impact of advertisement a preliminary definition of the loyalty degree of clients towards the trademark is necessary.

The authors of the current article suggest the „**Conversion Model**” of J. Hofmeyr to be used in order to define the loyalty of clients towards the trademark.

3. CONVERSION MODEL

3.1. Essence of „Conversion Model”

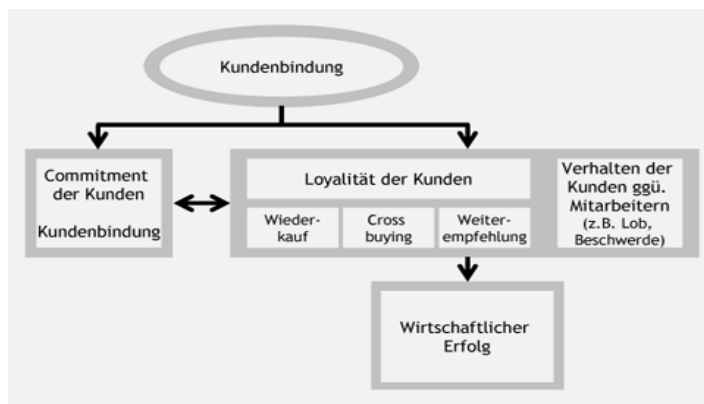
The elaboration of „Conversion Model” by J. Hofmeyr opens an opportunity for its application in the study of customers’ loyalty not only towards the products but towards the trademarks also.

Initially the model has been developed for a study in Conversation between religions. Later in its constant refinement and conduction of over 3000 studies all over the world, the model is currently a leading method for measuring of Commitment. The use of **Conversion Model** contributes to defining the consumers’ fluctuations and prognosticating of change of one trademark with another.

A central place in **Conversion Model** takes the psychological Commitment theory. The Commitment is understood as a psychological bond between the client and the trademark. It is of substantial importance for Commitment the consumers’ satisfaction and attraction of alternatives, Involvement, Ambivalence and Relevance as well.

It is necessary to be pointed out that the Commitment is not a linear function of these variables.

In the specialized literature in loyalty of clients different modes of distributing of loyal clients and their bond to the trademark/product is outlined. On Figure 1 is schematically shown the relationship between loyalty of clients and their bond with the product/trademark.



Source: [6]

Figure 1: Customer Loyalty and Commitment

In clarifying of the loyalty of clients the company should answer the following questions:

- to what degree the trademark corresponds to the needs of the client;
- to what extent the choice of certain trademark is important for the client;
- how does the client evaluates other alternative used and/or popular trademarks;
- if the other trademarks are perceived as attractive, to what degree the client is prone to have attitude towards more trademarks simultaniously .

The use of Commitment is a base for a segmentation of loyal clients into eight segments. The segments include “not clients” as well as “clients” and are illustrated in Table 2

Table 2: Conversion Segmentation

Customer	Not Customer
Loyal – 31 %	Reachable – 5 %
Committed – 48 %	Possibly reachable – 10 %
Changeable – 15 %	Relatively reachable – 30 %
Ready for a change – 6 %	Exceptionally unreachable – 55 %

Source: [5]

3.2. Application of Conversion Model

Conversion Model is used in solving of different marketing problems. Together with the study of consumers' satisfaction and loyalty important knowledge has been reached:

- the development of analyses for the power of the trademark and its position on the market;
- development of analyses for the competitors;
- analyses of Acquisition potential;
- control and analyses of the efficiency of marketing strategies of the company and the competitors;
- defining of measures in CRM (Customers Relationship Management) in which as a base is used the gained individual client.

4. CONCLUSION

From the accomplished analyses of consumers' loyalty and the presented Conversion Model the following conclusions can be formulated:

- 1) With the help of Conversion Model and based on the psychological Commitment theory it is possible to define the Commitment of the clients towards the trademark
- 2) Commitment- the measurement allows segmentation of the clients of the company according to the degree of loyalty towards the trademark and it is a good prerequisite for a future behaviour of the customers
- 3) Through measuring the loyalty of the clients towards the competitor companies analyses is done of the variable streams of clients and together with this the position of the trademark of the current company.

REFERENCES

- [1] Berkowich, E.H., Kerin, A., Rudelius, U., Marketing, Sofia, 1994., pp. 83. ISBN 954-799-116-7.
- [2] Kotlur, F., Upravljenje na marketinga. Grafema, Sofia, 1996., pp. 47. ISBN 954-8888-01-7.
- [3] Panajotova, Sv., Nikolova, A., Potrebiteľská udovľetvorenosť I lojalnosť – osnovní faktori za uspeha na firmata. sp. "Upravljenje I ustoichiwo razwitiie". Lesotechnicheski universitet, Sofia, 2009. 3-4, pp. 139-144. ISSN 1311-4506.
- [4] Hofmeyr, J., Butch, R., Commitment-Led Marketing. Chichester, 2000. ISBN 0-471-49574-3.
- [5] Ruf, St., Wie treu sind Kunden wirklich. Praxis-Customer Loyalty Management. Zuerich, 2008. pp. 235-239.
- [6] Schneider, W., Kornmeier, M., Kundenzufriedenheit:Konzept, Messung, Management. Bern, 2006.
- [7] Wintrich, Th., Kilzer, F., Markenbindung und Werbewirkung. Planung und Analyse. Frankfurt am Main, 2009.

KNOWLEDGE MANAGEMENT AND NEW TECHNOLOGIES

Pavlović Marko¹, Branković Biljana²

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

pmarko2003@ptt.rs, biljanica@ptt.rs

***Summary:** We live in a time where human resources are the crucial driving force of economic and technological development and quality of life based on that. All successful development strategies in different social circumstances, different ways of economic and political organization of society have a common denominator - human resources and their dynamic development as one of its foundations. Such an approach to human resources leads to a conclusion about the functional connection between new knowledge and new technologies. From the standpoint of human knowledge development, new technologies can be defined as multiple-valued human knowledge. The fact that new investments in modern manufacturing and business systems are parallel to the level of investment in new machinery and equipment, as well as promoting the professional level and professional capacity of employees confirms that. There is no doubt that the new knowledge is the new technologies. However, it is very important to investigate what is the content and character of this interdependence, and above all, differences in the dynamics of development of human knowledge and development of new technologies.*

***Key words:** Knowledge, Management, Classification of work, education, human resources, information technologies*

1. DRIVING FORCE OF ECONOMIC AND TECHNOLOGICAL DEVELOPMENT OF SOCIETY

If we try to explain the concept of information society, at least on the widest basis, we can say that it is the society characterized by a high degree of dependence of economic, political, cultural, and social structures in general (and discursive formation too) of the external processing of information known to humans. At first, we mean automatic information processing technologies i.e., technological product of developing electronics and the various branches of mathematical and technical disciplines in the twentieth century. For less than a hundred years, way from the formal drafts of the first systems for processing information via computers that occupied the entire premises and teams of employees, to comfortable and technically superior microcomputers without which the life of a modern man becomes unthinkable exceeded. The concept of external processing of information in itself implicitly contains another layer of content that is critical for understanding of the information society. Namely, primarily under the strong development of economics after World War II and the revolution in the development of the electronic media, modern society was found in a situation where the processing capacity of information are based on the individual, and even entire teams, can not meet the time frameworks in which it is necessary to respond in order to successfully participated in the economic, political, and today's everyday dynamics dictated by huge amounts of information that surround us. With the development of communication networks and electronic media, we started to become aware of information whose existence precedes to our ability and the need to realize them. It is difficult to claim that information society is the society which produces more information than previous forms of social organization, although it process certainly far more information in relation to previous historical forms. Understanding of these differences is essential for understanding the concept of information society. This

global spreading of knowledge and values may be the only fundamental aspect that today's globalization can present as essentially different from preceding.

2. THE CHANGE OF TECHNO-ECONOMIC FRAMEWORK OF CONTEMPORARY BUSINESS

The twentieth century was the century of industrial civilization. Industrialism has fully mastered the techno-economic paradigm (TEP) of functioning and development of the world economy has determined crucial economic and social characteristics of civilization and formed the model of life and work of overwhelming majority on the planet. Parallel to the development of the restructuring crisis of the world economy (from the beginning of the seventies), there were and they still are intensively carried out, significant changes in the characteristics of the dominant technological framework - the paradigm. These changes in the modern period of development, at the beginning of the twenty-first century are manifested and effectuated in the mature stage of transition to the TEP, based on microelectronics and information intensity. Changing of technological and civilization model where following dominated: certain type of industry based on electro-mechanical technology, rich with materials, energy and work of low expertise, economies of large production units scale concentrated on a narrow territorial area, high energetic and raw material intensity of dominant production and the consumer's concept, unbalance and development gap in different areas (technology, finance, living standards, etc..) between countries, regions, and parts of the world, but within themselves, drastic disturbances in relation to the man and his natural environment occurred. The nature of economic processes is radically changing. Moreover, we can think about the economy as a conglomerate of two different activities: the production of economic goods using capital and labor and knowledge production using capital and labor. Each economy may be increasingly viewed as a system that consists of two large subsystems: first subsystem is related to the conversion of materials and energy from one form to another and subsystem that deals with converting information from one form to another.

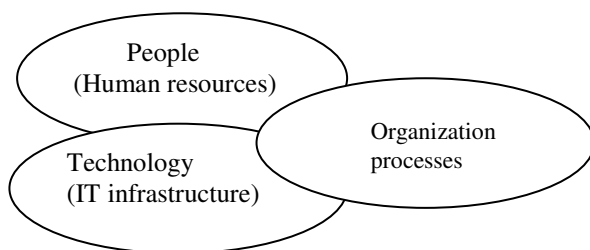
3. THE ESSENCE OF A KNOWLEDGE MANAGEMENT CONCEPT

Human resource management, as the process of providing, shaping, developing, and directing the human knowledge, abilities and human willingness toward the demands arising from the objectives of the organization, now has an exceptional importance and role in knowledge management.¹ Knowledge management is a newly created business concept whose focus is consisted of organizational skills. It is used in many disciplines including business, economics, psychology, and management of informative systems.

²

K

nowledge



There are many definitions of knowledge management. As the common elements, we could emphasize:

- Using the available knowledge from external sources;
- Installation and storage of knowledge in business processes, products, and services;
- Representation of knowledge in databases and documents;
- Promotion of the knowledge growth through organizational culture and motivation of employees;
- Transfer and sharing of knowledge throughout organization;
- Assessment of benefits obtained by applying of knowledge and its incorporation in the basis of the organization

Any definition of knowledge management includes several basic components: Using of available knowledge from external sources, installation and storage of knowledge in business processes, products, and services,

¹ Przulj Z. (2009): " ULOGA menadžmenta ljudskih resursa u ekonomiji znanja", International conference on the way towards knowledge organized by FAMNS

² Masic B., Djordjevic – Boljanovic J. – Menadžment znanja: koncept za kreiranje konkurentske prednosti u novoj ekonomiji.

representing of knowledge in databases and documents, promotion of knowledge growth through organizational culture and motivation of employees, transfer and use of knowledge through organization and assessment of benefits obtained by applying of knowledge and its incorporation in the basis of the organization.³

Knowledge management provides the organizational adaptation, survival and competence in spite of increased discontinuity of environmental changes. In essence, that is the realization of organizational processes that requires corresponding synergetic combination of data and capacity of processing information of information technologies and creative and innovative abilities of people, management knowledge between technology and behavior of the people as necessary for survival in "bad environments". The need for technological and human capabilities is based on the difference between the "old world of business" and the "new world of business".

In the literature, there is no definition of knowledge management as there is no agreement on what knowledge management has. For this reason, it is best to observe the knowledge management in a wider context. Knowledge management is the process through which organizations generate value of its intellectual property based on knowledge.

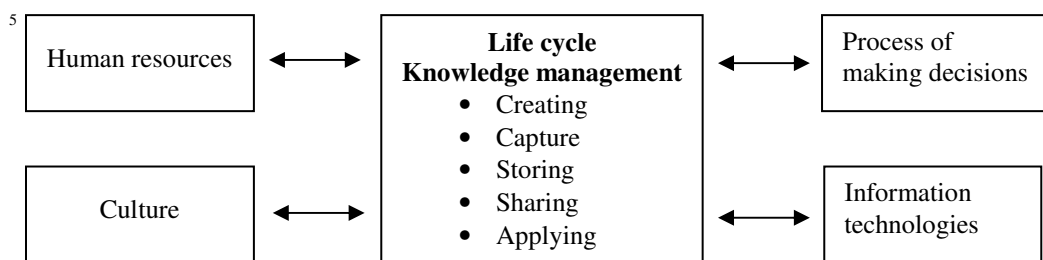
Knowledge management is focused on "doing the right things" instead of "doing things the right way." Knowledge management is the framework within which the organizational forms of all its processes as knowledge processes are present. In this context, all business processes involve creation, spreading, reproduction, and application of knowledge in order of the organizational means of persisting and survival. This concept makes the transition from the recently popular concept of "information value chain" to "value chain of knowledge."

Information value chain concerning technological systems as the key components of managing business process organizations, while people are considered as relatively passive participants due to fact that instrument of "good business practices" is archived in databases. In contrast to this, "the value chain of knowledge" treats human systems as a key component obligated by the continuous assessment of information archived in technological systems.

4. CYCLES OF KNOWLEDGE MANAGEMENT

The process of knowledge management goes through a number of stages for forming its life cycle. According to the author Pentti Sydanmaanlakka, the knowledge management process consists of five phases and includes (20):

- 1) Knowledge Creation (Creation)
- 2) Capture of knowledge (Capture)
- 3) Storing of Knowledge (Storing)
- 4) Sharing of knowledge with others (Sharing)
- 5) Application of Knowledge (Application)⁴



Human resource is a term whose primary meaning is in economics and political economy related to the work force, one of the three factors of production. In corporations and business, the term refers to individuals within the company and their results and abilities, as well as on the part of the organization that deals with employment, dismissal, training, and other matters related to personnel.

Culture refers to the entire social heritage of a group of people, i.e., the learned patterns of thinking, feelings, and actions of a group, community, or society, as to expressing of these patterns in the material objects. The

³ Masic B., Djordjevic – Boljanovic J. – Menadžment znanja: koncept za kreiranje konkurentske prednosti u novoj ekonomiji.

⁴ Masic B., Djordjevic – Boljanovic J. – Menadžment znanja: koncept za kreiranje konkurentske prednosti u novoj ekonomiji.

⁵ Masic B., Djordjevic – Boljanovic J. – Menadžment znanja: koncept za kreiranje konkurentske prednosti u novoj ekonomiji.

word culture comes from the Latin word *colere*, which meant inhabit, breed, protect, respect. Other definitions for culture reflect different theories for understanding and criterion for evaluating human activities. Cultural anthropologists consider culture as the defining attribute of the *Homo* genus.

The essence of the manager's work is reflected in the effort that employees of the company perform their tasks in a quality, cost-effective, and timely manner that are in the function of the company's goals. The cited definition has a shortcoming, and that is the fact there is no information that process of decision making of the work that need to be done in the company, which is also one of the very important functions of the management.⁶

With invention and availability of the new information technologies (IT), new opportunities appeared. Since information systems enabled variety of human activities, therefore they influence on the society. They accelerated performances of everyday activities, influenced on the structure of the organization, changed the ways of supply and demand on the market, as well as the ways and understanding of work. Today information and knowledge constitute vital economic resources.

5. KNOWLEDGE MANAGEMENT FOR THE NEW WORLD OF BUSINESS

With the advent of the new technologies such as intranet, video conferencing, and web casting by several bidders offering such technology solutions for their business challenges in the era of knowledge. Covering the "the paradox of productivity" commercial printing added business of information technology machinery suggesting that increasing investments in new information technology should somehow lead to improvements in the business achievements. However, some technology experts and scholars have observed there is no direct correlation between investments in information technology and business performances or knowledge management.

A key factor for a higher profit of invested money in information technology is the effective use of information as the related part of the organizational performance. In which way executives in the industry will access to deciphering of puzzles about "effective use", still remains illusive problem.

Gap between information technologies and carrying out can be characterized as the economic transition from the era of comparative advantages based on information to those based on the creation of knowledge. The first era was characterized by relative slow and predictable changes that need to be clarified using formal information systems. Through this period, information systems based on funds that can be programmed for success were able to fulfil their promises of efficiency based on optimization for providing the business context. In the information era characterized by relatively predictable changes, technology gurus and vendors of hardware and software provided out-of-box solutions of which is expected to provide knowledge management. From these new solutions is expected to offer means for storing predefined resources in information databases, which can later be used for pressing out predefined solutions based on predefined parameters. The new world of business imposes the need for diversity and complexity of information outputs generated by computer systems. Such variety is necessary for decryption of multiple world standpoints of uncertain and unpredictable future.

It should be noticed that, when developing an information system of any organizational system, it is associated with the functions and not for the organization, because functions are stable, and the organization is subject to frequent changes. In this way, the implemented information system is going to change as little as possible. During the implementation of processes, a transformation of input data into output ones is done, which are the result of the conducted treatment. The model of process describes processes. By describing of the process, the functioning of the real system is describing. The aim is to detect and describe the vital functions of the real system, because each function includes one or more related processes.

6. KNOWLEDGE AND NEW TECHNOLOGIES

Knowledge management is closely linked with learning in the organization. The knowledge itself without adequate adoption does not lead to desired results that modern environment requires. In that sense, there are various models of organizational learning and one of them is the integrative model. The importance of the learning process, as the dimensions of integrative model of organizational learning, is contained, among the other things, in the fact that individual stages of the process of learning contribute to the integration of

⁶ Marinković, D: *Industrijski odnosi*, „Megatrend“ Univeristy, Belgrade, 2005. p. 56-57;

different levels of learning. Hence, the learning process is critical dimension of the integrative model of organizational learning.⁷

Information technology is largely used in organizations and in this way is described as a natural mean for the inflow of knowledge. Information technology used today create a connection with the creation of direct links between people such as the use of electronic mail, chat rooms, video conferencing, and other kinds of group activities, which have spread to mobile users too, and storing of information in databases and other forms of storage.

Regarding the database, there are also possibilities to be sources of exchange of best practices and to be useful in keeping the intellectual capital of organizations. Technological problems related to their integration, efficient exploitation was a lot in the past, there are today too, but many resources is invested in their development. Generally speaking, it appears that investment in IT is inevitable in order to increase the number of projects for the use of knowledge.

The best way to use information technology in the field of knowledge management is a combination of the following elements:

Awareness of the limits of information technology and the fact that any IT development will not achieve much unless is accompanied by a global change in cultural values toward knowledge, and

The existence of information technology expressly designed for the purpose of knowledge management.

The new concept of knowledge management in organizations that rely on new technologies, constantly improve a number of practical examples. Functional basis of the Knowledge economy and a prerequisite for its development is information infrastructure and all new business strategy based on it. In order to access to our country in a modern and organized way of applying of ICT business, it is necessary to define educational standards in this area that would be implemented through system of advanced schools where business management and economics are studied.

7. RESUME

Modern development of economy and society, which is characterized by globalization, development of techniques and technology, is based on knowledge management. The key challenge of modern enterprise is defining, measuring, improving, evaluation, and knowledge management. Use of knowledge in organizations is very important and its adoption is very important to. Continuous improvement of own knowledge does not mean that it will be adequately used. IT technologies are continually improving in order to increase business efficiency of some company and the results of this concept are visible. In each segment of the accumulation and use of knowledge, the greatest contribution gives by man, in positive and negative aspects. Modern organizations are transforming into creators of knowledge, their employees into workers of knowledge, and knowledge management becomes a basic organizational framework of contemporary business.

Finally, we can conclude that information technologies are no longer just the future; they are our present and something that we rely on more than ever.

REFERENCES

- [1] Pržulj, Ž., Uloga menadžmenta ljudskih resursa u ekonomiji znanja, Međunarodna konferencija na putu ka znanju organizovao FAMNS, 2009.
- [2] Mašić, B., Đorđević – Boljanović, J., Menadžment znanja: koncept za kreiranje konkurentске prednosti u novoj ekonomiji. BK Univerzitet, 2005.
- [3] Marinković, V., Visoka strukovna škola za preduzetništvo, Beograd, menadžment novih znanja i novih tehnologija, 2006.
- [4] Simić, I., Proces učenja kao dimenzija integrativnog modela organizacionog učenja, Ekonomske teme 2005, Ekonomski fakultet, Niš vol. 43, br. 5;
- [5] Petrović, J., Petrović, N., Upravljanje znanjem u funkciji održivog razvoja Rad je urađen u okviru projekta br. 14068 Ministarstva za nauku i tehnološkog razvoja Republike Srbije, 2006.
- [6] Stojanović, M., Stojanović D., Upotreba informacionih tehnologija i jezika u održavanju i pospešivanju znanja u organizacijama, Visoka poslovna škola strukovnih studija Leskovac, Leskovac, Srbija, 2007.
- [7] Čamilović, S., Vujić, V., Osnove menadžmenta ljudskih resursa, Tecon, Beograd, 2007.
- [8] Marinković, D., Industrijski odnosi , „Megatrend“ Univerzitet, Beograd, 2005.
- [9] Internet addresses: www.scindeks.nib.rs; www.wikipedia.org

⁷ Simic Ivana, Proces učenja kao dimenzija integrativnog modela organizacionog učenja, Ekonomske teme 2005, Faculty of Economics, Nis, vol.43, no.:5, p.71-77

FOREIGN INVESTMENTS AND THEIR IMPETUS IN SERBIAN ECONOMY

Petković Dragan
Kraljevo, Serbia

***Summary:** The aim of this work is to show some basic mechanisms of the foreign investment functioning in our economy. Judging by daily reports about phenomena on the domestic economic and political scene, the creation of a more favourable investment climate in Serbia in our scientific and expert economic publicity will be of current interest for a long time. It is the fact that in the course of the last decade and a half, Serbia has failed to respond fully to the demands of transition processes. Lately, these demands have been more and more complex and they have involved subtler reform actions and more precise measures of economic policy. The events on the Serbian political scene, absence of adequate law regulations and a range of macroeconomic distortions, have caused the seemingly favourable investment environment to become insufficiently stimulative in a short time period.*

***Key words:** Buying and merging of the companies. Horizontal, vertical and conglomerate investments. Foreign direct investments FDI. TNK (trade-related investments) Investment impetus. Tax impetus.*

1. BASIC MECHANISMS OF THE FOREIGN INVESTMENT FUNCTIONING

Given that the significance of buying and merging companies actions as mechanisms for the realization of direct foreign investments has been increased in the last two decades, the characteristics and dynamics of those actions on the international investment plan have become important.

The merging of two companies implies the fusion of two equal partners even though in practice it is very difficult to draw a line between merging and so-called overtaking, that is, the buying of most of block of shares. That is why the mergings are most often treated as the majority buying, because there are many borderline cases, where it is unclear whether it is about simple overtaking or a real fusion.

There are horizontal company mergings, when companies from the same sector merge and vertical mergings, when companies from different vertical phases of the value formation chain merge, enabling a monopoly position to thus created subject, which gains significant cost advantages (it purchases inputs at considerably low prices).

In the bibliography which refers to the dynamics and happenings on that plan mainly the following categories of actions are dealt with: mergings as the majority buyings, minority share buying, joint investments.¹

The actions of companies buying and merging are defined as the most attractive method of investing financial assets abroad for those companies willing to consolidate, protect and advance their global competitor position. On the one hand, they make it by selling those parts of the company which are out of the activities which make their so-called basic competitiveness. On the other hand, a company buys specific advantages of other companies in the form of technical knowledge, brands of products, developed nets of purchase and distribution, and the like. Thus, the advantages it can immediately use for the better serving of its global buyers, expanding of the market positions, increasing of the made profits and generally, advancement of its basic competitiveness by more efficient employment and the use of total international net of the corporation. Basic competitiveness includes fundamental technologies, knowledge and capabilities for doing an activity

¹ Unković, M., Economic annals, October 2001, p. 73,

which defines basic competitive ability of the company. This is the activity where the company accomplishes the best results and that is why it directs all its actions towards much better, cheaper, and more efficient doing of the activity, while it abandons and abolishes other activities outside that domain.²

Three basic forms of direct foreign investments are: horizontal, vertical, and conglomerate investments. These investments correspond to analogous types TNK, with their bearers: horizontal TNK, vertical TNK and conglomerate transnational corporations. TNK (trade-related investment) trade related investments which are founded in order to support the export of goods or services of a home company, on the one hand, and facilitate the purchase of necessary inputs, on the other hand.³

Horizontal FDI are made when a company initiates the production of the same product or a group of related products in more plants in different countries. Those new plants can be made in one of three following ways: by founding a totally new plant (so-called greenfield operation), buying the control block of actions (acquisition) of a foreign firm which produces the same product, or by merging (merger) with a foreign company in the same production grouping. With theoretical approaches to the explanation of horizontal FDI two of them stand out: Caves's approach, where the stress is on so-called transnational advantage of horizontally integrated TNK, and Dunning-Norman's theory of the international production.

Vertical FDI are made when a company locates certain operations in the chain of production and marketing of one product in the plants of various countries. Those new plants can also be made in one of three aforementioned ways (a new plant, buying or merging with old foreign plants). Depending on which production phase the investment covers, vertical investments are divided into vertical investments "forward" and vertical investments "backward". Oil companies are a good example of that explanation given that they have investments in every production phase – from extraction, over transport, and processing, to distribution. If the observed investment goes towards the "earlier" production phase, it is given the treatment of the vertical investment "backwards" (e.g. investment in extraction). If the investment is directed towards the distribution of processed products, it has the status of the vertical investment "forward". In that way the vertical investment, in fact, performs the internalization of transactions with semi-finished goods in the chain of final production forming and moves those transactions from the usual market to the interior exchange between affiliations. That exchange has advantages, but also disadvantages.

Conglomerate investments are made when a company conquers the production, located in the plants of different countries, of various products with its capital. Conglomerate TNK are usually made by buying the control block of shares of a foreign company, or by merging with a foreign company which has a type of production. They are rarely made by founding totally new plants of a differentiated type of production, because the home company usually does not have the necessary knowledge and skill for conquering so many different production profiles. That is the rarest type of transnational corporations, and their forming is explained by a wish to ensure the minimization of risks by diversification. The fall of demand for one type of products of conglomerate TNK is balanced by the growth of demand in other group of products, that is, the fall of demand in one geographical location is compensated by the growth of demand in other location.⁴

2. FOREIGN INVESTMENTS IN OUR ECONOMY

Foreign direct investments present the form of capital investments which enable the foreign investor to gain the right of ownership, control and management on the basis of the invested capital. The purpose of these investments is creating some permanent economic and legal interest and it is such an active interest which includes the aspiration of the investor to generate profit through the control and management of the invested capital. Those are entrepreneur investments, for which it is not necessary that the influence of the investor be complete and absolute, but it is enough that the level of control and management be such so as to influence the business policy of the enterprise and other legal entity in which the capital has been invested. As the threshold for qualifying some foreign investing in FDI one usually takes the participation in the ownership capital of the enterprise of 10%, or corresponding right of participation in the effective enterprise management (bodies of management).⁵

² Kovačević R., Liberalization of foreign trade and influx of foreign investments in Yugoslav economy, *Economic annals*, October, 2001, p.138

³ EU, 1995, *Panorama of EU Industry 1995*, p. 41-42

⁴ Dunning, J. And Norman, G. (1985) „Intra-industry Production as a Form of International Economic Involvement“, p. 24

⁵ Caves, R.E. (1982) *Multinational Enterprise and Economic Analysis* (Cambridge, Cambridge University Press), p.6

Table No.1. Influx of FDI in the world and Serbia 2004-2009 in millions of dollars

Year	Influx of FDI in the world	Influx of FDI in Serbia	Participation of Serbia in %
2004	1.392.957	50	0,0036
2005	823.825	165	0,0200
2006	716.128	475	0,0663
2007	632.599	1.360	0,2150
2008	710.755	966	0,1359
2009	916.277	1.481	0,1616

According to the data of the Belgrade stock market (Table No.1) between 40% and 58% of monthly turnover of domestic products shares in the stock market goes to foreign investors in 2010, and that participation in certain months in 2009 was even greater. Part of the turnover is made on the basis of privatization, another part is made on the basis of shares sale by present owners – domestic legal and physical entities, and one part is made by new issue of domestic enterprises shares with the aim of recapitalization, on which basis, in accordance with the law on securities and other financial instruments market, foreign investors acquire domestic products shares, which, if they are lower than 10% of the issuer's capital, are considered to be portfolio investment, and not FDI, although a few connected foreign investors can achieve effective control over enterprise issuer which practically brings about the outgrowth of portfolio investment in FDI. OESD has just, in the most recent report on FDI in South-East Europe, insisted that the countries of this region should improve on their fight against corruption in order to increase the amount and “quality” of FDI influx.

3. INVESTMENT IMPETUS

Investment impetus, actually, includes measures which increase the income rate of certain investment venture or decrease their expenses and risks, and are divided into three categories: fixed initiatives, financial initiatives and other investment impetus. While fiscal initiatives aim at reducing the tax burden to foreign investor, financial initiatives involve allowing funds directly to enterprises so that they could finance certain operations or pay certain capital or operating costs (it is about direct financial engagement of domicile country government). Other investment impetus includes measures which are not easy to classify, and whose common objective is to increase, with non-financial assets, the profitability of taken investment. This involves allowing preferential prices (lower than commercial) of various infrastructural as well as other services, preferential treatment in the market and the like. Countries in transition use more fiscal than financial impetus due to the lack of available means, while developed countries on the contrary, use more financial impetus not only because of the fact that assets for those countries do not pose a problem, but also because of their flexibility in regard to fiscal initiatives, whose passing is connected with long and complicated industrial procedures.

4. TAX IMPETUS

By tax impetus we influence the creation of favourable investment climate, but it is also significant that that the country does not overestimate its importance taking into account that other investment climate factors of one country are equally significant (if not even more significant) to foreign investors. Countries in transition must have moderate or low taxation and allow tax impetus. Capital investment, in general, even the foreign, demands economic, but also legal security. Legal security involves stable tax system, stable tax structure, and especially such legal proceedings which will enable legality and objectivity in tax assessment and payment, and exclude any arbitrariness and willfulness of tax authorities and individuals.⁶

⁶ Gorčić Jovan, Reference book on taxation (II book), Proinkom-Belgrade, Niš, 2001, p. 17,

5. CONCLUSION

Specialized agencies for credit rating still consider that the risk of investment in Serbia is high, and that opinion is shared by the majority of more important state agencies for the insurance of export credits and investments.

The current law on foreign investments, even though it has the title which implies that it regulates the total amount of foreign investments, indisputably referred only to FDI in an enterprise in Serbia, while FDI in other economic subjects (banks, insurance companies) or forms of management (free zones, concessions) arranged by other laws (the law on banks, the law on insurance, etc.) which is also the case with portfolio investments as a form of foreign investments (the law on foreign exchange dealings and the law on the market of securities and other financial instruments).⁷

The most important task of Serbia in the near future is the creation of prerequisites for insuring the increase of investments. These prerequisites are in the domain of: political stability, development of relation with international surroundings, economic policy and reform of the institutional and legal system. Even the growth of social products and possibilities of further accumulation for the growth of investments from our own sources in the future, still to a large extent, depends on the investment influx.

REFERENCES

- [1] Kovačević, R., Liberalization of foreign trade and influx of foreign investments in Yugoslav economy, Economic annals, October, 2001, p.138
- [2] Unković, M., Economic annals, October 2001, p. 73,
- [3] EU, 1995, Panorama of EU Industry 1995, p. 41-42
- [4] Dunning, J., Norman, G., Intra-industry Production as a Form of International Economic Involvement, 1985., p. 24
- [5] Caves, R.E., Multinational Enterprise and Economic Analysis (Cambridge, Cambridge University Press), 1982., p.6
- [6] Gorčić, J., Reference book on taxation (II book), Proinkom-Belgrade, Niš, 2001, p. 17
- [7] The law on foreign investments , “Yugoslav official register”, No 3/2002

⁷ The law on foreign investments , “Yugoslav official register”, No 3/2002, The new law on foreign investments has seven chapters: basic regulations; guaranteed rights of the foreign investors; settlement of disputes; special rules, registration and evidence of foreign investments; transitional and final regulations.

EVALUATION TOOL FOR THE ONLINE CLASS, RELIABILITY AND VALIDITY

Petošević Vladimir

Military academy, Belgrade, Serbia, vladimirpetosevic@hotmail.com

***Summary:** As institutions of higher education experience a dramatic rise in the demands for online classes, faculty members are at a loss for available tools effectively to evaluate their teaching practices. The authors of this article developed an instrument to give higher education faculty reliable feedback on their online classes. The authors developed an instrument that is unique to the online classroom and addresses issues that evaluation tools for traditional classes cannot address, such as course delivery, instructor's online input, and efficiency of the medium. In this article, the authors report on the reliability and validity of this instrument.*

Key words: Online Teaching, Course Evaluation, Evaluation of Online Teachers

1. INTRODUCTION

Enrolment in online courses has drastically increased in the last decade. This increase has led to the intensified need for course evaluation tools that are developed specifically for online courses. Over the last few years, many instructors have expressed their dissatisfaction with the inadequacy of traditional course evaluations to provide them with useful feedback to improve their teaching methods in their online classes. The authors of this article developed a course evaluation instrument designed to address the needs of online educators.

McVay Lynch (2002) contended that one of the most difficult obstacles to overcome in the use of students' surveys to evaluate an online course was the students' inability to separate among the course content (materials, assignments, and activities), the instructor's style and personality, and the technical course delivery methods. She stated, "A sticky subject at most schools is the evaluation of the instructor. In the university system, end-of-course student evaluations often serve for promotion and tenure purposes. Consequently, the creation, validating, and reliability of any instruments used for this purpose is of high concern to faculty" (p. 134).

Palloff and Pratt (2003) criticized the use of evaluation tools from traditional face-to-face classes in online classes since they fail to assess the instructors' ability to build learning communities for independent and autonomous learners. They argued that online class evaluation tools should assess faculty members' abilities to engage students in the course, to give meaningful feedback to their students, and to be responsive to students' needs. The authors of this paper developed this online course evaluation tool with these concerns in mind.

2. COURSE EVALUATION

The online class focuses on building learning communities and facilitating learners' autonomy and independence, which course evaluation tools must address. Palloff and Pratt (2003) argued that online course evaluations should measure instructors' engagement in the course, quality of feedback, responsiveness to

questions, support and assistance with projects, and assignments. They also maintained that summative evaluation should be used in the online class but not as the only measure of the effectiveness of the course.

Koontz, Li, and Compore (2006) defined evaluation as the "process of defining, obtaining, and providing useful information to make informed decisions that will enhance the teaching/learning process" (p. 147). They criticized the summative evaluation as it is practiced in higher education because that evaluation fails to provide useful information to online instructors to make informed decisions. Koontz et al. (2006) contended that most instruments ask students to respond to general statements which elicit no specific comments. They recommended that online summative evaluation tools should be designed specifically to measure the effectiveness of the instruction; the efficiency or the time required to learn the materials; the objectives of the coursework; and the attitude of the students toward course content, instruction, and course requirements.

Cooper (2000) pointed out the importance of online course evaluation when she stated that, "Student evaluations help determine the effectiveness of the various components of an online course and address areas that may need revision. They also communicate to students that their input is valuable" (p. 89). Similarly, Lorenzetti (2006) argued that the current course evaluation tools used by higher education institutes are very broad in scope and fail to give instructors feedback that can be used to improve their course delivery.

McKeachie and Svinicki (2006) maintained that online course assessments should provide feedback to instructors on ways that learning "can be facilitated." The assessment, McKeachie & Svinicki (2006) contended, should inform the teacher "how well the students are meeting the objectives." Cooper (2000), Hoffman, (2003), and Lorenzetti (2006) all criticized the use of traditional courses' evaluation tools in online courses. They agreed that there is a great need for course evaluations that are specifically designed for online courses.

Hoffman (2003) agreed that online course evaluation has been receiving increased attention from institutions of higher education over the last few years. In his study, Hoffman asked such institutions to report their use of online course evaluation tools: he found an increase of eight percent among higher education institutes' use over the span of one year. However, he contended that the large majority of such institutions still rely on paper and pencil course evaluation instruments for all classes, both traditional and online.

Palloff and Pratt (2003) listed a number of elements that should be included in a summative evaluation tool for online coursework. They argued that these evaluation items should focus not only on the instructor's performance but on the total experience of the online learner in the course. These elements are:

- The overall online course experience;
- Orientation to the course and course materials;
- The content, including quantity of materials presented and quality of presentation;
- Discussion with other students and the instructor;
- Self-assessment of level of participation and performance in the course;
- The courseware in use, ease of use, and ability to support learning in this course;
- Technical support; and
- Access to resources (p. 98-99).

The authors of this paper recognized the need to develop a course evaluation tool that was different from those which have been used in traditional courses. This instrument took into consideration the fact that the nature of communication among class participants in the online class was different from that in the face-to-face class. Palloff and Pratt (1999) wrote,

In the online classroom, however, the instructor is represented predominantly by the text. Just as with their students, an instructor's engagement with the material and the course is demonstrated through the number, length, and quality of his or her posts. In many cases, the students and instructor may never meet. The physical manifestation of the instructor may be a photograph on a homepage. Although this creates a difficult evaluation process, it also serves, on some level, to make the feedback received from students more valuable, as it relates directly to their experience of the course and the materials they have studied rather than reflecting the personality of the instructor (p.153).

The authors of this paper developed an instrument that includes consideration for the nature of communication among class participants in the online class. This new tool provides feedback on the efficacy of the instructor and the utility of the course from the students' point of view. The instrument elicits students' feedback with regard to four areas: the course delivery methods; materials and instruction; communication among instructor, students, and peers; and support provided for students during the course.

3. RELIABILITY

Much of the research to establish reliability for newly constructed instruments has been done in the fields of medicine and psychology. A large number of these projects focused on survey instruments designed to measure quality of life under specific circumstances. Rich, Nau, and Grainger-Rousseau (1999) modified an existing questionnaire more quickly to measure quality of life with asthma. Bradley and colleagues (1999) designed an instrument to measure the impact of diabetes on quality of life. Damiano and others (2000) designed and tested a similar instrument to measure patient quality of life with Parkinson's disease. Coyne and others (2002) designed and tested still another questionnaire designed to measure quality of life with overactive bladder symptoms.

Other researchers have worked recently to establish reliability and validity for new instruments in the realm of health and mental health. Bethell, Peck, and Schor (2001) designed a survey to assess health care provisions for well-child care. Seymour and colleagues (2001) tested the validity of an existing questionnaire to measure health issues among older patients with cognitive impairments. Quintana and colleagues (2003) translated and tested the reliability of a Spanish version of the Hospital Anxiety and Depression Scale, an established instrument in its English version. Obayashi, Bianchi, and Song (2003) measured the reliability and validity of nutrition knowledge, socio-psychological factors, and food label use scales from an earlier diet and health knowledge survey. Finally, McMillan, Bradley, Gibney, Russell-Jones, and Snksen (2003) evaluated two health status measures in adults with growth hormone deficiencies. Most frequently, these researchers all employed Cronbach's α as the primary measure of reliability, with a minimum acceptable alpha coefficient value of 0.70.

More closely aligned to the work in question were the recent efforts to construct surveys designed to measure perceptions or attitudes. Walker, Phillips, and Richardson (1993) surveyed a Native American population about minority recruitment to programs of teacher education and employed Cronbach's α to determine internal consistency of the survey instrument. Dowson and McInerney (1997) designed and tested a new instrument to measure in Australian educational settings students' achievement goals and learning strategies. These researchers used both Cronbach's α and factor analysis to establish reliability in their instrument. Kvaerner, Moen, Haugeto, and Mair (2000) studied parental satisfaction after pediatric outpatient surgery, employing both Cronbach's α and Pearson's correlation coefficients to show reliability in their instrument. Meredith, Wenger, Harada, and Kahn (2000) developed a shortened scale, based on a long and unwieldy established instrument, to measure acculturation among Japanese Americans. Cronbach's α was used, but these researchers relied more heavily on factor analysis to demonstrate the reliability of the shortened instrument. Through the use of Cronbach's α , correlation coefficients, and unrotated factor loadings, McGuinness and Sibthorpe (2003) tested a measure of the coordination of health care services. Coyle, Saunderson, and Freeman (2004) designed and evaluated a questionnaire to measure differing attitudes about learning disabilities, piloting the questionnaire among dental and social policy graduate students and using Cronbach's α across both total results and dental and social policy subgroups.

4. METHODOLOGY – DEVELOPMENT OF THE EVALUATION

The impetus to create an instrument designed specifically for students to evaluate online classes was occasioned by two desires: the desire better to understand student satisfaction or frustration with the requirements of online coursework and the desire to document online teaching in a way similar to the way that universities document traditional face-to-face teaching. In order to draft the initial evaluation form, these authors examined a number of existing course evaluation forms, drew from past feedback during less formal exchanges with online students over the past seven years, and solicited the input of colleagues who also taught online classes. Potential evaluation questions were narrowed to thirty total items which fell into four categories: course webpage, course structure and content, course instructor, and overall course evaluation; plus one "global" coordination item that summarized students' reaction to the entire course: "The course met my educational needs."

5. PILOT ADMINISTRATION

In order to pilot the original instrument during the spring and summer of 2006, the pilot evaluation form was distributed electronically to seventy-eight students who had participated in four classes during the spring and summer semesters of 2006 at a large public university in the mid-south. The survey was made available through a commercial online service which guaranteed anonymity to participants but provided full details to

the researchers on each completed survey. All responses to this pilot course evaluation were maintained confidentially, as would be the responses to traditional course evaluations. The students to whom the pilot evaluation was distributed were predominantly white female graduate students who were pursuing a Masters' degree in curriculum studies. Of the 78 students invited to participate in this pilot study, 58 (74%) responded and completed the evaluation form in full. Response data were entered in the Statistical Package for the Social Sciences, Version 14.0, one variable per item on the pilot evaluation form, plus one item with reverse coding for the final item on the pilot evaluation form. The final item was originally worded so that the "sense" of the answers was in the opposite order as the sense of the other twenty-nine items: testing was completed first with the original coding and then with the reverse coding.

In order to provide assurance that there were no disparities between the two semesters of survey administration or between courses in either of the semesters, t-tests and simple analysis of variance tests were run among all combinations of those participants. No statistically significant differences were discovered among participants by class groups or by semesters.

6. RESULTS VALIDITY

Two of the most important and frequently used categories of validity are content validity and construct validity. Content validity reveals whether an instrument truly reflects the "universe" of items in the subject that the instrument claims to measure; while construct validity demonstrates that the instrument measures a definable underlying psychological construct. Although researchers need only to establish one type of validity for a given instrument, these researchers established both content and construct validity for this new evaluation form: both professors and students who have worked online were consulted in order to determine whether this evaluation form asked and provided opportunity to answer the most pertinent questions about online coursework, and student responses on the pilot administration of the evaluation were examined in comparison with other feedback that the students provided to the professors in order to determine whether the evaluation form actually measured the construct of student satisfaction with online coursework. In both cases, the pilot evaluation stood the tests: this instrument demonstrated both content and construct validity.

7. RELIABILITY

Statistical analyses to measure reliability have been long established. Through the use of these statistical tests, researchers can determine the extent to which the items in an instrument are related to one another, the level at which all items relate to a global "coordination" item on the pilot evaluation instrument ("The course met my educational needs."), an overall idea of internal consistency (repeatability) of the scale as a whole, and specific problem items that need to be reworded or excluded from the instrument in future administrations. For these operations, these researchers used a full set of Spearman's rho correlation coefficients, Cronbach's alpha coefficient of internal consistency, and Cronbach's α coefficient when each item was deleted from the total scale. Spearman's rho was applied because, in this pilot administration, the minimum ratio of cases to variables (10.4 to 1) could not be met: Spearman's rho better evaluates the relationships among responses from small samples of respondents.

Strong Spearman's rho correlation coefficients among the items in each of the four subsets on the evaluation instrument plus strong correlation between each item and the "coordination" item ("course met educational needs") were desired. Within each of the four response subsets, each item in the subset correlated significantly to each of the other items with only three exceptions. In the Course Web Pages subset, neither "The web links were relevant." nor "I was able to interact effectively with the instructor." correlated with "I was able easily to access the course information at the beginning of the course." In the Overall Course Evaluation, the final question on the pilot evaluation, "I prefer to have face-to-face classes." did not correlate with "The course met my educational needs."

With the exception of the two relationships that failed to correlate in the Course Web Pages subset, correlation coefficients ranged from .365 to .764, with 11 of the 13 remaining correlations exceeding .40. In the Course Content and Structure subset, all the Spearman's rho values held statistical significance, and the correlation coefficients ranged from .260 to .935, with 33 of the 36 significant correlations exceeding .40. In the Instructor subset, all the Spearman's rho values held statistical significance, and the correlation coefficients ranged from .336 to .875, with 65 of the 67 total correlations exceeding .40. With the exception of the one relationship that failed to correlate in the Overall Course Evaluation subset, the two remaining correlation coefficients equaled .433 and .435.

All but one evaluation item was statistically significantly correlated to the global coordination item on the pilot instrument. Responses to "The course met my educational needs." did not correlate significantly to the final item, "I prefer to have face-to-face classes." ($p = .466$). Spearman's rho correlation coefficients between the other evaluation items and that coordination item exceeded .40 in twenty-seven of the remaining twenty-eight items (range .365 - .882).

Cronbach's alpha for the total thirty items was .956 (high internal consistency) with items coded as marked, .964 (high internal consistency) with the final item coded in reverse to align with the scoring sense of the other twenty-nine items. The Cronbach's alpha formula determines the extent to which all items on an instrument measure the same underlying notion, or the extent to which all items on the instrument are internally consistent. In this case, the researchers wanted all items on the evaluation to measure satisfaction with specific components of the online course. The alpha formula is based on repeated comparisons between the scores of individual items and the overall score: the more similar these scores are, the more accurately each item actually measures one part of the overall notion of satisfaction with the course. The maximum possible value for Cronbach's alpha is 1.0, which would indicate a "perfect" correlation between the scores of all the individual items and that one notion of satisfaction, so the value here of .956 or .964 indicates a very strong correlation.

Cronbach's alphas were then recalculated with each single item removed in turn. This procedure allowed the researchers to determine whether any single items had powerfully influenced the original calculation. The alpha values of each recalculation should remain close to the original result. The resulting alpha correlations for all tests remained high, each exceeding .953. With original coding maintained on the final item, the range of Cronbach's alpha was .953 to .966 (all high internal consistency) with one item removed from each statistical test.

8. CONCLUSION

An important factor in developing evaluation surveys is to reach a consensus among instructors on the factors that constitute good teaching in the online classroom. Instructors must be clear on the expectations for communication between them and the students, on time limitations, and on the nature of assignments that can be accomplished in such a class.

The authors of this instrument provide a statistically valid tool for online educators which gives them reliable feedback on their teaching as perceived by their students. Based on the increased need for such tools in online classes, such an instrument can be a valuable tool for institutions of higher education (Hoffman, 2003; McVay Lynch, 2002; Lorenzetti, 2006).

The failure of very few evaluation items to correlate in the process of this pilot application could be due to the fact that this limited group of students perceived the items to ask unrelated questions. Participating students might have perceived that neither "The web links were relevant." nor "I was able to interact effectively with the instructor." related directly to their experience in the opening couple weeks of the online course ("I was able easily to access the course information at the beginning of the course."), and that disconnect might explain the lack of correlations among these survey items. This discrepancy could also be attributed to the fact that students were not required to read the links to be successful in the course, but rather to access them as an additional resource. The fact that many of the survey participants were first-time online students might explain their perception of e-mail and discussion boards as ineffective tools of communication as compared to face-to face communication with the instructor. These survey items in particular must be monitored in future applications of the instrument.

The item "I prefer to have face-to-face classes." also did not correlate with the global "coordination" item, "The course met my educational needs." The preference item was the only item on the survey worded originally to code in the opposite direction as the other twenty-nine items: the authors tested this item both as it was written and with reversed coding. For many of these students, the courses at hand were their first online course experiences: their responses to "I prefer to have face-to-face classes." may have been affected by the newness of the experiences. Alternately, students may have perceived their responses to "I prefer to have face-to-face classes." to be comments about the instructor or the process of the course rather than an overall comment about the online experience, and their bias might have changed their responses to this item. This survey item, like the two others that failed to correlate, must be monitored in future applications of the instrument. If these items continue to fail to correlate, then they should be reworded or eliminated from the survey instrument.

These two researchers both continue to use this pilot instrument in their online courses and have begun to recruit other instructors to use the instrument as well. Additional input from students who participate in online classes will serve to clarify the reliability of evaluation items for the purpose of summative evaluation in the context of online instruction.

REFERENCES

- [1] Bethell, C., Peck, C., Schor, E., Assessing health system provision of well-child care: The Promoting Healthy Development Survey. *Pediatrics*, 107 (5), 2001, May, 1084-1094.
- [2] Bradley, C., Todd, C., Gorton, T., Symonds, E., Martin, A., Plowright, R., The development of an individualized questionnaire measure of perceived impact of diabetes on quality of life: The ADDQoL. *Quality of Life Research*, 8, 1999., 79-91.
- [3] Cooper, L., Online courses: Tips for making them work. *THE Journal*, 27 (8), 2000., 86-92.
- [4] Coyle, C., Saunderson, W., Freeman, R., Dental students, social policy students and learning disability: Do differing attitudes exist? *European Journal of Dental Education*, 8, 2004., 133-139.
- [5] Coyne, K., Revicki, D., Hunt, T., Corey, R., Stewart, W., Bentkover, J., Kurth, H., & Abrams, P., Psychometric validation of an overactive bladder symptom and health-related quality of life questionnaire: The OAB-q. *Quality of Life Research*, 11, 2002., 563-574.
- [6] Damiano, M., McGrath, M. M., Willian, M. K., Snyder, C. F., LeWitt, P.A., Reyes, P. F., Richter, R. R., & Means, E. D., Evaluation of a measurement strategy for Parkinson's disease: Assessing patient health-related quality of life. *Quality of Life Research*, 9, 2000., 87-100.
- [7] Dowson, M., & McInerney, D., The development of goal orientation and learning strategies survey (GOALS-S): A quantitative instrument designed to measure students' achievement goals and learning strategies in Australian educational settings. Paper presented at the Annual Meeting of the American Educational Research Association, Chicago, IL, 1997, March 24-28.
- [8] Harasim, L., Hiltz, S. R., Teles, L., Turoff, M., *Learning networks*. Cambridge, MA: MIT Press, 1996.
- [9] Hoffman, K. M., Online course evaluation and reporting in higher education. *New Directions for Teaching and Learning*, 96 (3), 2003., 25-29.
- [10] Koontz, F. R., Li, H., Compore, D. P., *Designing effective online instruction: A handbook for web-based courses*. Oxford, UK: Rowman & Littlefield Education, 2006.
- [11] Kvaerner, K. J., Moen, M. C., Haugeto, O., & Mair, I.W.S., Pediatric otolaryngology – parental satisfaction study in outpatient surgery. *Acta Otolaryngol Supplement*, 543, 2000., 201-205.
- [12] Lorenzetti, J. P., Course evaluation project is model for content assessment (Distance Education Report). Magna Publications Inc, 2006, March 15.
- [13] McKeachie, W. J., Svinicki, M., *McKeachie's teaching tips: Strategies, research, and theory for college and university teachers*. Boston, MA: Houghton Mifflin Company, 2006.
- [14] McGuinness, C., Sibthorpe, B., Development and initial validation of a measure of coordination of health care. *International Journal for Quality of Health Care*, 15 (4), 2003., 309-318.
- [15] McMillan, C. V., Bradley, C., Gibney, J., Russell-Jones, D. L., Snksen, P. H., Evaluation of two health status measures in adults with growth hormone deficiency. *Clinical Endocrinology*, 58, 2003., 436-445.
- [16] McVay Lynch, M., *The online educator: A guide to creating the virtual classroom*. London: Routledge-Falmer, 2002.
- [17] Meredith, L. S., Wenger, N., Harada, N., Kahn, K., Development of a brief scale to measure acculturation among Japanese Americans. *Journal of Community Psychology*, 28 (1), 2000., 103-113.
- [18] Obayashi, S., Bianchi, L. J., & Song, W. Reliability and validity of nutrition knowledge, socio-psychological factors, and food label use scales from the 1995 Diet and Health Knowledge Survey. *Journal of Nutrition Education and Behavior*, 35 (2), 83-92.
- [19] Palloff, R. M., Pratt, K., *Building learning communities in cyberspace: Effective strategies for the online classroom*. San Francisco, CA: Jossey-Bass Publishers, 1999.
- [20] Palloff, R.M., Pratt, K., *The virtual student: A profile and guide to working with online learners*. San Francisco, CA: Jossey-Bass Publishers, 2003.
- [21] Quintana, J. M., Padierna, A., Esteban, C., Arostegui, I., Bilboa, A., Ruiz, I., Evaluation of the psychometric characteristics of the Spanish version of the Hospital Anxiety and Depression Scale. *Acta Psychiatrica Scandinavica*, 107, 216-221.
- [22] Rich, L. D., Nau, D. P., Grainger-Rousseau, T. J., Evaluation of patients' health-related quality of life using a modified and shortened version of the Living With Asthma Questionnaire (ms-LWAQ) and the Medical Outcomes Study, Short-Form 36 (SF-36). *Quality of Life Research*, 8, 1999., 491-499.
- [23] Seymour, D. G., Ball, A. E., Russell, E. M., Primrose, W. R., Garratt, A. M., & Crawford, J. R., Problems in using health survey questionnaires in older patients with physical disabilities: The reliability and validity of the SF-36 and the effect of cognitive impairment. *Journal of Evaluation in Clinical Practice*, 7 (4), 2001., 411-418.
- [24] Walker, L., Philips, J., & Richardson, G. D., Minority recruitment in teacher education. Paper presented at the Twenty-second annual meeting of the Mid-South Educational Research Association. New Orleans, LA., 1993, November 10-12.

NEW CONCEPTS IMPLEMENTATION IN THE MANAGEMENT

Petrov Sonja

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,

petrovsonja@yahoo.com

***Summary:** Creating space for management innovations means destroying firm beliefs which are not allowing us to access new possibilities. Assessing innovative management as system abilities in creating differences, is bringing competitive advantage. New economy does not recognize speed limitation - we are fast or we are forgotten.*

***Key words:** innovativity, creativity, organization without limits*

1. INTRODUCTION

In rampant current market economy it is very hard to be different. There is only one way out of this situation, and it is to be innovative, unique on completely new way and without competition. It means that the new competitive battlefield will not refer to certain product, but primarily on the intelligence and untouchably, and those are people, i.e. new ways of human resources management. Management innovation means art of achievement with help of ordinary people, because innovation nowadays mean constant creativity flow, and not designing another type product or service. In another words, company must be truly different, look different and work on new, different way. How will you attract, keep and motivate the employees is more important than the technology, management ways and leading the company are something that will differ yourself than the others, it creates sustainable equality.

In order to succeed in 21-st century, we will have to learn to execute endless innovation. It presents endless search for creating greater and greater values inside and outside the company.

2. DO WE NEED THE MANAGEMENT INNOVATION

When turn back in time and overview that management is developing last 100 years, and that the greatest part of basic techniques and tools of modern management is already discovered (planning, production, calculation costs and profit, stimulative allowances are designed and personnel service), we could ask ourselves do we need at all the new management models. Anyway, I think that this issue is senseless to put in front, because no matter to the undoubted discoveries nowadays, the development of new management concept will require daring way of thinking and new approaches.

If we ask ourselves who manages the companies, we could easily say that it is a director general or management team, led by rules and conventions of "modern" management, from the beginning of 20-th century. Speed of changes, new technologies development, stronger competition, market discrepancies, more demanding partners, i.e. shareholders wanting more and more profit - represent 21-st century challenges and put on testing the projected companies limitations worldwide, pointing to the lack of current management models and new ways of organizing and functioning development necessities. As for everything in life, if you want to progress, you must constantly develop.

It is the same for the management. It is necessary to work on the new way of human resources dissemination, making plans and organizing works, as well as the constant work on inspiring efforts investment, in order to promote the current state. All this primarily depends on the management and its model. From that reason, the creation of new management concept or management innovation will bring the company in situation of longterm advantage. In order to achieve the above mentioned it is necessary to have company which is not afraid of radical turnovers in the business activities, company in which the passion and creativity and which extracts from its workers only the best. Only then it can be said that there is a hope in progress in these turbulent periods, thanks to management innovation.

The forthcoming time will point to necessity of learning how to mutually adjust on thousands individuals, with possibility of not building the stiff hierarchy that initiates tension, but to build organization in the framework which is not mutually excluding the freedom and discipline, as well as the necessity for overcoming apparently unavoidable compromises, all that with purpose of further management innovation and new model of organization. New reality is imposing new organizational and managerial abilities, constant changes and new adjustments. If you want to achieve certain success and development in more turbulent surrounding, you have to strategically adopt that fast as you are operatively efficient. It is necessary to become source of innovation that breaks all current rules, you must learn how to inspire your employees in order to extract their daily maximum. All this presents the management innovation in 21-st century.

Why the innovation us necessary?

From the reason that no other discipline can bring to drastic and lasting turnovers in competetive advantage. „In the world where the strategy life cycles are decreasing, innovation is the only way when company can reccuperate its permit for success". It is also the only way to survive in the world of aggressive and unreserved competition.¹

In the case I would like to explain what is the management innovation, it can be said that it represents everything what primarily changes way on which certain magament work is being processed or what brings to modification of usual organizational form and in that way brings to promoting of organizational aims. In another words, innovative management provides the change in ways the managers do their job, promoting on that way the effect and working result of the company. The management innovation force brings to significant turnovers and movements in competetive position, and very often earns longterm advantages to the innovation companies.

3. FROM INNOVATIVE MANAGEMENT TO ADVANTAGE

As we already noticed, management innovation is essential. But what we should ask is in which way the management innovation makes the competetive advantage?

Management innovation can bring competetive advantage only if some of the following conditions are met: motivation can be founded on new management principle which will contest some of the already known principles; afterwards the innovation is systematical - contains set of processes or methods, i.e. innovations i the framework of current business activities, made by disclosures which positive outcome gives progress, getting bigger within time.

Although we might say that there are numerous innovation types, product innovations, strategies, and everyone of them contributes to success, but according to some hierarchy, management innovation would be placed on top, as a way that enables creating values, competetive advantage, company's devotion.

Management innovation power is to enable achievement of business results which enables the victory. If this is taken in account then why so little number of companies own well established process for management's constant innovation? Maybe the reason should be searched in the issue that managers don't see themselves as innovators, they are loacted in companies because of their abilities to provide more and more efficient than the precursor and to turn foreign ideas into profit and noone expects from the managers to become innovators. If we want to increase chances for achieving management innovation, we should ask ourselves some of the following wuestions: Which challenges are waiting for us in the future? (should work on them before the future comes); afterwards, do we make often exceptions, having for result that one side is always winning; are there designed ideals which you will convert in ability and what is most important, to assess the issue how something "can not" should become "can"? Some of the reasons for failure in management innovations should be searched in companies that are slowly changing and in further existing bureaucracy that chokes the new ways of thinking.

¹ Gari Hamel in cooperation with Bill Breen, Management's future, ASEE, Novi Sad. 2009., page 63.

4. CREATING COMPANIES WHICH ARE FAST AS THE CHANGE

If we look in the future, only ten years from now, probably we understand that the business circumstances will not be identical. Therefore, we must be fast in innovations that much as fast the changes are, even faster. In the following period, companies adjustment degree will be on big test. If we ask ourselves whether our company goes in the same way as the changes, most of us will say no. If we would be thinking in a direction that current strategy, business models, competencies, with slight changes could last for long period of time, then we delude ourselves. Some of the factors that influence on inertia and difficulty can be negation or demand ignorance in strategy of management teams, then lack of alternative in static state as well as incapability for capital and human resources regrouping towards the new initiatives. „In order to create space for management innovations you have to systematically destroy strong beliefs from management area that are blinding yourself and your colleagues in demanding new possibilities.“²

Innovation is the only way that company can count on success. Also, it is the way that it could survive in the world of aggressive competition. As some of the management innovation challenges, could mentioned the following ones: how to incorporate every individual inside the organization in innovation work and inspiring creativity; then to provide possibility and chance to innovative ideas to show worthiness, as well as to create time and space in framework of which the employees can work on innovations. Necessary assumptions of the business success, nowadays worldwide, are adaptivity and innovation. The challenge will be to redesign the management systems in order to inspire the employees to express all their abilities on the working place, on daily basis.

In the case you want to have innovative management and your company to be successful in this turbulent periods, you have to give yourself few tasks that will lead you to innovation, and referring to finding answer on question on which way you can extend the employees freedom degree, in the way you will achieve focusing, discipline and order, in the way you create company in which the spirit of community, and not stifled bureaucracy, connect the people, as well as on which way can increase the mission feeling that employees have in the company, on the way that will inspire them on extraordinary contribution.

5. MANAGEMENT'S FUTURE

Although management innovation can not be planned, we could increase chances to promote it through some of the following activities, and that is processing analysis of early conventional conviction about management that are limiting creative thinking, to work on discovering new management principles that will help to assess new approaches. From this, in the case we want to achieve innovative management, we will have to face on the very start with the most angry innovation's enemy, and that is belief which are linking us to status quo, not letting go to look forward, completely unaware of own limitations.

If we want to create space for management innovations we must destroy strong management beliefs which are disabling view to new possibilities. What we should do is constantly posing right questions – do we have to reexamine some conviction ? Is this an obstacle for some new strategic possibility? Does that conviction have universal importance or there is something with positive effect and is in total contrary with the old conviction ? Does our conviction serve for encouragement or consolation? Is that conviction accepted as the correct one, only because there is general opinion for that or we could imagine alternative conviction ?

Although in every company main subject is the demand for innovation, about employees more freely to think and more to experiment, there is worry that this „freedom in thinking“ could bring in question the achieved efficiency, certain activity realization degree. We could agree that discipline is good thing, and the question that we have to answer is „how“. Discipline and freedom may coexist, but not in a way that for employees will present firm control vice versa creativity development. „To the most of the managers power synchronization with precisely calibrated balance titles and management ranks are one of the facts that defines and offers serenity in the manager's life That is why we should not be surprised that radical innovation of the management often straws this central pillar of organizational structure.“³

Where to search for the principles of new management ? What is primarily acceptable, inventive, having in mind that there is no more direct imperative for concrete success in the world of fast changes. Assuming for one company that is innovative and adjustable, certain assumptions are made for organization building, which will be pretty creative and inspiring. Having in mind that nowadays, more unreliable future indicator, companies competitive success will less depend on planning what is next, and will more be continually

² Gari Hamel in cooperation with Bill Breen, Management's future, ASEE, Novi Sad. 2009., page 147.

³ Gari Hamel in cooperation with Bill Breen, Management's future, ASEE, Novi Sad, 2009., page 113.

experimenting with what comes next. In practice, it will mean that the new ideas there will be chance openly to be supported, instead only one leader or smaller group of people to decide. And with the acceleration of the changes, demand of investment in diversity will stop being luxury, but a strategy of survival. „Innovation demands from us systematically to identify the changes occurred already – in demography, values, technology or science, and afterward to observe chances. Also, it requests something what is very tough for companies to do: to leave, instead to defend the past.“⁴

6. CONCLUSION

At the end it should be stated there is no widely accepted instruction that will help certain company to have innovative management. But it can be mentioned some trajectory at which the innovative management will be assessed as something negative, but as some system ability. You have to constantly ask yourself which is the new form of management which can bring unique advantage in the results, how to create organization without limits, then there are inevitable discussions, necessity of exploring old convictions which are obstacles on the way of changes and great movements in effect and see what can be done to avoid the old convictions.

At the end, can we imagine how the management future looks like ? How will the successful companies look like ? It will be the companies writing new rules of 21-st century management. In the case company will want to takeover the leading position, it will have to have a future vision of management. Answers should be given on questions referring on new management features five years from today, then will the way that we manage bring competitive advantage. Companies will achieve advantage in results, when find better ways to strengthen and collect the labor, bringing to movement of individual and group achievements, what will be management innovation goal.

Management innovation in 21-st century is a necessity. It will bring everyone right to vote, creativity instruments will be accessible to everyone, abilities to be worthy more than the title, high degree of decentralization, ideas competition on equal basis. From this is inevitable to create the 21-st century management model which inspires, values and appreciates human initiative, creativity and growth – that necessary contents of business success in the new millennium. „Wealth is achievable by innovation, not by optimization. Can not enrich by improvement of the known.“⁵

Choice is basically very simple – to be fast or to be forgotten. New economy does not recognize speed limitation. Demand for reconstruction is valid for everyone in the company – everyone matters, everywhere processed, and with no stop. 21-st century leaders are persons which are not satisfied by reacting the new events, they confront them directly.

REFERENCES

- [1] Hamel, G., Breen, B., Management's future, ASEE, Novi Sad, year 2009
- [2] Riderstrale, J., Nordstrom, K., Funky business, Plato, Belgrade, year 2004
- [3] Drucker, P.F., New society's management, Asee, Novi Sad, year 2005
- [4] <http://www.plark.net/literatura/mng069.php>
- [5] <http://www.plark.net/literatura/mng008.php>
- [6] <http://www.plark.net/literatura/mng015.php>
- [7] <http://www.plark.net/literatura/mng034.php>

⁴ Piter F.Draker, New society's management, ASEE, Novi Sad, year 2005, page 75.

⁵ Jonas Riderstrale, Kjel A.Nordstrom, Plato, Belgrade, year 204., page 174.

STRATEGIC ANALYSIS OF THE FOOTBALL INDUSTRY IN SERBIA

Petrović Lidija

ECPD (European Center for Peace and Development) of University UN, Belgrade, Serbia

***Summary:** To this day, many football clubs still do not understand the full significance of planning for the future. Their immediate concerns are only focused on the present day-to-day operations. Thus, the main objective of this paper is to conduct a strategic analysis of the football industry in Serbia. Specifically, the paper focuses on the how the case of Partizan FC has been analyzed in the light of systematic examination of the external and internal environment. The paper is divided into two main sections. It starts with a PEST analysis of the Serbian football industry and continues with the resources audit and Porter's value chain developed for the football club. The research also highlights transformational changes that the industry is undergoing as an "open-ended change" identifying further opportunities for development of the football clubs through the privatization initiative.*

***Key words:** Strategic analysis, football industry, PEST assessment, competitive environment, resource audit, Porter's value chain, ownership transformation, open-ended change.*

1. INTRODUCTION

Nowadays, European football is dominated (measured in terms of historical sportive success and income-generating capacity) by the so-called "football elite" made up by the G-14, a formal group that takes in a set of 14 out of the most successful European clubs as well as other prestigious teams that have enough financial power to sign talent players and win any UEFA competition. Another distinctive group in European football is constituted by those teams that are outside the "football elite," such as Partizan FC, because they do not generate the same volume of income as the top-clubs yet still have the sufficient potential to gain participation in the UEFA Champions League by competing in their domestic championships. Such clubs are very powerful in their National leagues but still looking for their place under the top European competition umbrella.

2. EXTERNAL ANALYSIS: PEST ASSESSMENT AND PORTER'S FIVE FORCES MODEL OF THE COMPETITIVE ENVIRONMENT FROM THE STANDPOINT OF PARTIZAN FC

In general, political factors include government regulations and legal issues defining both formal and informal rules under which the organization must operate. Taking into consideration the football sector in Serbia, general purpose of the new regulations includes: establishment of a sports system that would comply with the European Sports Charter and other EU directives, creation of a basis for a long-term national strategy for the development of sports in Serbia, improvement of professional work in sports, promotion of the autonomy of sports associations, encouragement of further development of professional sports, planning for construction of new sports facilities and protection of the existing ones. Government's attitude towards

football can be considered through: the importance of adoption of the new Law on Sports, settlement of all sports disputes in the courts of arbitration, Law on Prevention of Violence and Spectator Misconduct at Sporting Events and FIFA and UEFA strict rules intended for eradicating all kinds of incidents at the stadiums. All sports professionals in Serbia have very high expectations from the new law that will facilitate further development of sports in Serbia and, ultimately, provide conditions that enable athletes to be even more successful. Current Law on Sports of the Republic of Serbia was passed by the end of 1996. Due to various events, changes of the entire society, as well as the need to define sports issues by the new, appropriate regulations, the procedure of adoption of the New Law on sports has been initiated by the National Assembly and it is expected to be adopted soon. Settlement of all sports disputes in the courts of arbitration, i.e. within appropriate sports associations will enable regulations to be harmonized with UEFA and FIFA directives, which demand settling the disputes outside of regular courts, with the Court of Arbitration for Sport in Lausanne as the highest court of arbitration. The Law on Prevention of Violence and Spectator Misconduct at Sporting Events became effective on October 8th, 2007. As a result of several incidents at domestic competitions and foreign stadiums, Serbia has been fined more than once by UEFA, but the most severe damage was suffered by Partizan FC, when was banned from UEFA competitions for a year. The most important economic factor is privatization of national clubs and will be defined by a separate Law on Privatization. Also, tax-deductible investments in sports for companies will be the best incentive and will enable a more rapid development of sports in Serbia. More favorable tax treatment of athletes and sports professionals will be enabled by applying special taxes on their income. Their length of competitive career is rather small and during such career the income is comparably high. Such income should be spread over the remaining years after the retirement.

Violence in sport is one of the biggest social problems that Serbian sports clubs are faced with, but this affects domestic football competition most. The main reason for this is considered to be the lack of proper behavior on the part of fans' as well as the fact that violence is introduced and regularly practiced in the stands where the most extreme fans support their teams. The clubs, as organizers, are the most responsible for everything that goes on at the stadium. The construction of the co-called "House of Football"- the most important project in Serbian football history, instalment of floodlights at the stadiums of the Super League clubs and building artificial grass pitches are considered the main technological factors.

It is important to mention that the football industry has its own unique interrelationship of five forces and that the relative bargaining power of each of them together determines the overall attractiveness or profitability of the football club.

3. INTERNAL ANALYSIS: RESOURCE AUDIT AND THE PORTER'S VALUE CHAIN

An internal "micro-environment" analysis is needed to identify the internal strategic factors that constitute the strengths and weaknesses of the organization and help to determine whether the organization will be able to take advantage of the opportunities emerged within the industry and at the same time, avoid possible threats (Wheelen et al., 2008). As Grant (2002) mentions: "differences in performance among companies may be explained best, not through differences in industry structure identified by the industry analysis, but through differences in corporate assets and resources and their implications". As a framework for internal analysis will be used research model suggested by Grant (2002) i.e. values, goals and objectives of the organization, resources that are part of the company, the capabilities that the organization has reached and finally its competitive advantages will be "combined" with the Szymanski and Kuypers (1999) ideas of competitive advantage for clubs in order to have a clear perspective regarding the football industry.

In order to implement an internal analysis, a club must first establish its objectives and goals according to the values that have driven the club until the place that now it occupies, and secondly, identify which resources the club possesses in order to use its capabilities in a more efficient way that make the club to take a distinctive place in the football structure. The values of a club give the guidelines over which style of performance is acceptable and desirable in the football environment, especially in the local market where the club operates. Values are a set of "principles" in which all the internal, as well as external, members of the club should stick together and work in a perfect collaboration (Grant, 2002). The most important values are related to the following issues: community involvement, youth training and social education, professionalism and/or partnership with the authorities. It could be said that the concrete goals of a club rely upon a wide set of variables, for instance: the past behaviour of the club together with the social responsibility with the society, the legal obligation of the club laid down by its officially constituted rules, the present forces pushing to a more commercialized character, etc. Partizan FC has to move from sport objectives towards a more business orientation trying to have a good enough performance within the National Super League to obtain a place for the European competitions, more specifically to the UEFA Champions League. The amount

received from such tournaments represents the highest income. Financial objectives are often associated to the ownership framework of club and they are the main reason for the higher professionalism in the club's structures. Therefore, the restructuring of clubs' objectives within clubs aims at finding other ways to operate and improve their performance. On the other hand, Partizan FC must apply resources in the most effective way according to its objectives as previously defined. It is important to analyze which resources are needed to perform successfully within the industry, as well as which resources already acquired can be maximized, in order to take advantage of them. Besides that, some might be present within the club but in a passive way and might represent a valuable competitive advantage.

According to Grant (2002) resources can be classified into three categories:

- 1) *Tangibles*, the easiest to identify and evaluate. Any club regards the financial and physical assets as the most important for sustain successfully the functioning of the club.
- 2) *Intangibles*, even though these resources are not easy to measure, they are crucial in the development and success of the club. The most important are: history, reputation and culture in the football industry because every club bases the actual support on previous successes that enjoyed some years ago, and on the level of identification which fans feel for their favourite team. Technology is considered more as a way of transmitting the final product "match" and as such is out of this scope.
- 3) *Human resources* are skills, knowledge, reasoning, and decision-making abilities. Communication and interactive skills as the abilities to establish and maintaining good relationships with other clubs in the industry are very important. Having good players and coaches with specialized skills and knowledge are essential for the success of any club.

Organizational capabilities are those capacities of a company to undertake a certain "productive activity". Many authors consider capabilities as the core competence of a particular company, which is described as those things that an organization does particularly well compared to competitors (Grant, 2002). Grant (2002) emphasizes that "capabilities are to the organization what skills are to the individuals". Therefore, the Porter's value chain can be used as a framework to differentiate the value-adding activities (capabilities) in an organization (Porter, 1985).

Although, the "original Porter's value chain model" do not fit the analysis of a football club, it can be used to identify the club's capabilities that are of paramount importance for functioning of a club. As the final product are the "match", the primary activities directly involved in the final spectacle to football consumers are performance on the pitch, presence of fans at the stadium - creating the atmosphere in the game, and marketing activities. On the other hand, support activities complement the operation of the club in the development of the "match". Those relevant for its accomplishment are recruitment, training programs and management. The value chain can best be described by use of a diagram shown in Figure 1:

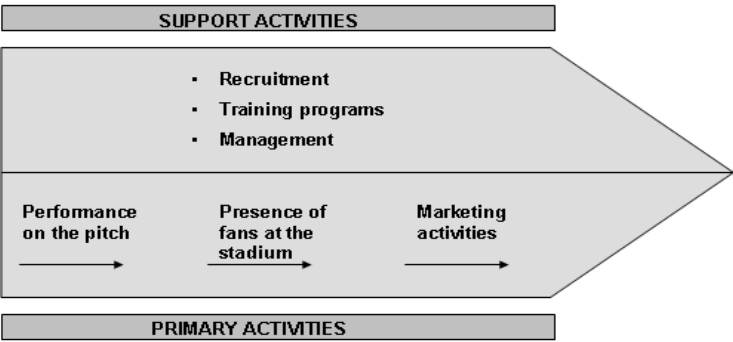


Figure 1. The Porter's Value Chain for a football club

The Figure 2 shows the comparative SWOT analysis of the national football star such as Partizan FC vs. an international brand in professional football:

SWOT Analysis	NATIONAL STAR	INTERNATIONAL BRAND
STRENGTHS	<ul style="list-style-type: none"> ▪ Near equilibrium in transfer payments balance ▪ Loyal national fan base ▪ Main attraction for national media and advertisers 	<ul style="list-style-type: none"> ▪ Strong brand with appeal beyond traditional football market ▪ Sizeable and loyal international and national fan base ▪ Attraction for media, advertisers and financial investors
WEAKNESSES	<ul style="list-style-type: none"> ▪ Vulnerable to sudden slumps in performance (loss of Champions' League revenues may be blow) 	<ul style="list-style-type: none"> ▪ Usually negative transfer balance ▪ Significant wage bill ▪ Significant asset base that needs qualified management
OPPORTUNITIES	<ul style="list-style-type: none"> ▪ Leverage success in Europe ▪ Sell major stars 	<ul style="list-style-type: none"> ▪ Dominate international market due to winner-takes-all principle ▪ Develop nontraditional income streams (sale of digital content, gambling) ▪ Leverage media coverage and star players' fame
THREATS	<ul style="list-style-type: none"> ▪ Dependence on transfer market ▪ Tough competition for prospective players with international and national clubs 	<ul style="list-style-type: none"> ▪ Further growth of the transfer market and player wages ▪ Decreasing success on the pitch

Figure 2. Comparative SWOT analysis of the national football star and international football brand

4. PRIVATIZATION IN SERBIAN FOOTBALL AS THE STRATEGIC CHOICE: A STEP FORWARD OR VICE- VERSA

Sporting success needs to be balanced with business success, the two feed on each other. While not every club can be a Manchester United or Real Madrid, every club can create a sustainable business model. Those that do aspire to greatness – and have either the firm economics or billionaire owner to back it up – need to plan their transitions carefully (www.atkearney.com). It is firmly believed that the upcoming changes the sports industry is likely to experience will make football clubs a profitable option for investment. Owners are frequently not experts in the business of sports, but wealthy hobbyists in search of publicity, which they most certainly find. As an example, after buying Chelsea, Roman Abramovich – a Russian oil tycoon – became an overnight celebrity. On the day of the announcement, his €200 million acquisition was the cover story in the English press. Yet on the same day, Areva's €1 billion bid for Alstom, the major utility company, rated only a mention on the page 27 of the Financial Times (www.atkearney.com).

Despite the fact that the draft of the Law on Sports has been withdrawn from the adoption procedure, most likely because of expected further changes, I truly believe that privatization of the football clubs will be one of the solutions in order to support overall football development in Serbia. Based on the work by the English organizations and complexity researcher Ralph Stacey, the transformational processes in football in the SEE transitional countries can be categorized as so-called open-ended change, to my mind. In such situations, the future consequences are to some extent unknown and forecasting is made difficult due to sometimes ambiguous purposes and equivocal preferences of the planning agents involved. The whole situation may be ill structured and accompanied by inadequate information more or less subjective and conditioned by personal ambitions, beliefs and values (Leleur, 2005). The draft of the Law on Sports, adopted by the Serbian Government on the meeting held on November 8th, 2007 and submitted to the National Assembly for the final ratification, has entitled sport clubs, currently organized as sport associations, to change their legal form into joint stock companies. This transformation would involve a lot of different activities and require knowledge of adequate procedures in order to abide by the strict legal provisions and other valid standards. Such regulations should clearly define ownership issues and enable investment of private capital in football clubs and their infrastructure. Taking into considerations the views of the football community in Serbia, the

viable model have to include suggestions for finding the best solutions for an effective and legitimate privatization – of both clubs and their property. When speaking about ownership transformation that primarily means privatization of the two largest sports clubs and European football brands: Partizan FC and FC Red Star. It is needed for these clubs to be privatized under special rules which would not apply for the rest of the Serbian clubs (FAS, 2008). The two largest clubs are considered to be the national treasure of Serbia and they should not be managed by a single owner just because such owner has offered the largest amount of money. These clubs were built by many generations and people have special feelings for them, regardless of whether they are their supporters or not. It is, also, suggested that the rest of the football clubs should be privatized by distributing 30 percent of the shares to the individuals who were involved in club operation – to those who played for the club for no less than two years and those who coached it or were employed by it for no less than four years. The remaining 70 percent of shares should be offered for sale and everyone should be able to purchase them (FAS, 2008).

The opportunity of the Stock Exchange as a new way of operating for football clubs in Serbia can be expected in the up-coming future. The football clubs' flotation is an option that is more feasible for the largest clubs, than those in regional football leagues that are going to find it harder to come across with the large investors. Nevertheless, the main motive is the same – the larger estimated influxes of capital as well as a way to look for an alternative way of financing when the UEFA licenses imply the financial restrictions on them. The increase of rivalry among the clubs can be also possible due to the fact that the club will manage to contract top players with the funds of the new investors. In most cases, analysis of the main reasons why stock flotation may be considered a positive initiative can be summarized as follows:

- Prestige and brand name: the stock market may generate publicity that increase the prestige and the brand name of the club;
- Liquidity: the clubs shares are easily turned into cash according to the daily market value;
- Finance: clubs will have more possibilities to fund different projects, which obviously certifies the club's future;
- Real value: the market price incorporates the future value of a club because the shares' price incorporates the future expectations of clubs' results;
- Possibility to remunerate the employees: the fact is especially important for the further loyalty of players with remunerations based on clubs' shares. Such a remuneration pattern may let a club to retain some of its key employees;
- Accessibility to bigger sponsors: Since the stock exchange means accessibility to the entire business community, clubs could have an opportunity to get funds from other companies.

However, the decision of club flotation is not easy. The transformational changes in ownership structure themselves and their consequences are "unknown" to us; therefore we cannot compare probabilities to similar historical tasks and events. Stacey (1993) suggests for an open-ended change there can be many reasons: we are unfamiliar with the problem or the purpose of the task may be vague or the people involved may not be fully committed or the information available is insufficient or subjective. In short, the situation of the ownership transformation is unique even unclear, and it defies both analytical and empirical forecasts. On the other hand, the supporters' preference with regard to this issue should be mentioned in brief. If the clubs' management drives the club to the stock market without a large approval from the fans, the operation might fail due to the fans' perception as a loss of their traditional control as club's members. Therefore, the successful transformational process is only possible if clubs are able to attract supporters and to keep them. The fans might leave the game instead of buying the club's products, attending at the stadium or purchasing the club's matches tickets. The stadiums are also an important part of the future privatization. It would seem fair that the clubs that have used them for more than 10 years become their owners. Also, the idea that the municipalities should take care of the sports facilities should be analyzed (FAS, 2008). Regardless of the outcome and no matter who or what organization becomes their owner investments in stadium infrastructure are necessary and the new owners should be under obligation to invest.

It is believed that the upcoming changes that the sports sector in Serbia is likely to experience will make football clubs a profitable option for investment. Thus, private investors may only enter the football business provided that football clubs are run as real undertakings, pursuing profits as one of the main goals (Szymanski and Kuypers, 1999).

These kinds of investors have more financial potential and can contribute in a greater way to the progress of the club. The better the financial position of the club is - there are additional opportunities to attract private shareholders. It means that if the club does not enjoy healthy finances, private investors are not attracted to invest in the club and will not buy the club's shares.

5. CONCLUSION

Although that stock flotation initiative is a step forward of the traditional version of the game, not many clubs can successfully be floated. I believe that only a few are supposed to obtain substantial income from the selling of shares. The business attractiveness of buying smaller clubs shares is lower than of the two largest sport clubs in Serbia. To conclude, in many cases financial viability is a strong and sole driver of the ownership transformation. On the positive side, many see that privatization can be a strategic choice to grow their favourite sport or activity. It is possible to enable successful privatizations of football clubs in Serbian sport industry, but they require careful planning, negotiation and a willingness to keep an open mind about the final outcome. Football remains “an exciting, compelling and alluring” market for investment, anyhow.

REFERENCES

- [1] Barney, J.B., Firm Resources and Competitive Advantage, *Journal of Management*, Vol.17(1), 1991., pp. 99-120.
- [2] Electronic Sources available from: <http://www.atkearney.com>, <http://www.partizan.rs>
- [3] FAS, Football Association of Serbia, Report (in Serbian), Belgrade, 2008.
- [4] Grant, R.M., *Contemporary Strategy Analysis: Concepts, Techniques, Applications* (4th ed.) Malden, Massachusetts: Blackwell Publishers Inc., 2002.
- [5] Leleur, S., Systemic Planning: Dealing with Complexity by a Wider Approach to Planning, ANZSYS 2005 Conference, 2005.
- [6] Porter, M., *Competitive advantage: Creating and sustaining superior performance*, New York: The Free Press, 1985.
- [7] Stacey, R.D., *The Chaos Frontier: Creative Strategic Control for Business*, Butterworth-Heinemann, 1993.
- [8] Szymanski, S., Kuypers, T., *Winners and Losers: The Business Strategy of Football* (1st ed.) Middlesex, England: Penguin Books, 1999.
- [9] Wheelen, T.L., Hunger, J.D., *Strategic Management and Business Policy: Concepts and Cases* (11th ed.) New Jersey: Prentice Hall (Pearson), 2008.

ENTREPRENEURIAL EDUCATION

Peulić Velibor¹, Čop Sanja², Misirača Dalibor³, Bilić Siniša⁴

¹Chamber of external trade commerce of BiH, Banja Luka, Bosnia and Herzegovina, velibor.peulic@ecos.ba

²Open University Libar, Slavonski Brod, Croatia, info@pou-libar.hr

³College Primus, Gradiška, Bosnia and Herzegovina, markomis@yahoo.com

⁴Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,
sinisa.bilic@sb.t-com.hr

Summary: *Main role of vocational education and training in Bosnia and Herzegovina is to create new knowledge and to transfer it to students and society. The main objective of school system was to answer the needs of the labor market through the provision of flexible and high quality system based on lifelong learning principles. Application of practice firms should prepare students for labor market and give to the students basic knowledge that will enable them to start with works after finishing their vocational educations. Also needs young people ready to stay in Bosnia and Herzegovina and make society changes.*

Key words: *education, globalization, practice firm, knowledge*

1. INTRODUCTION

Globalization has brought trend of releasing all limitations. Heading to something that no one does before, moving the limits of possibilities. Opening the flow limits of not only goods, but persons, informations, and even news, on global level, worldwide. Candidates for the Nobel prize for peace become the founders of global network Google and international satellite station Peace. Globalization roots are dating even from the 19th century, in the beginning of British Empire free trade market. Afterwards comes the holding if liberalization trend, through protectionism in the period of World War I and after the World War II through establishment of the cold war. Stoppage of USA post-war domination has its beginning in the letter from tradesman son cognac Jean-Monnet, demanding the European states to unite. Economic liberalization is a promotion for the globalization, as a solution of most of the problems in the contemporary world. By globalization new systems are trying to be established, in which the market match will strengthen, and the quality of goods and services will increase. It is considered that intensifying contacts between people and states in the world will lead to the decrease of conflict possibilities. There are also anti-globalists, wanting to stop the great powers tendency to maintain the inequality in the world, to stop the poor nations depend on the rich ones and stop their economy development. In this occurrence, Bosnia and Herzegovina must find its place. Entering in EU is heading to become a part of the greatest world market, with high standards, expecting also the fast economy development. Bosnia and Herzegovina, with post-war devastating economy can search for its success only in small firms flexibility support. Small and medium entrepreneurs need knowledge for successful market match in order to adopt the global trade and constant possibility for adoption to changes. At this point, it is of crucial importance developing cooperation with schools, as human resources origins, which will be qualified for the market match, imposed by the big market players, from one side, and turbulent changes and unlimited possibilities of informations exchange, on the other side. Cooperation of high professional schools and entrepreneurship should reshape the curriculum and working methods, in order to provide persons ready for new rules acceptance and challenges of the new market.

2. TRENDS IN EDUCATION

One of the trends nowadays is globalization in the education. It is new trend. Maintaining domination in education enables development and use of new technologies, and accordingly brings dominant position, which USA has held not so long ago. Within USA there are new educational and entrepreneurial forces. China is becoming greatest investor in changes of high education [1] Number of students is constantly increasing. Considering the trend increase, it is estimated that if only a small number of them will like to continue studying abroad, in order to obtain diplomas from international institutions, they will overflow the universities worldwide. USA scientists contribution was increasing from decade to decade. Nowadays they are not in the centre of the world, structure has been changing with dynamic migration movements and the contributions of certain regions in the area of knowledge. Primate is not overtaken, but globalization is to be felt in science, in a way that other nations, in Europe, Canada and anywhere, raise their scientists, by enabling them working in conditions as it was reserved only for the American scientists.[2] In order to secure conditions for science development, for all who want to access the scientific work in Europe, a support network has been developed - Researchers' Mobility Portals and European Mobility Centers, in supporting science development. There are more and more women including in scientific work. Through different projects, Europe is opening doors to the science. Expanding European Union with nine last members, provides even more opportunities for creating careers and scientists mobility in nowadays and in new country members. European Commission works on the development of European Credit System for Vocational Education and Training - ECVET-a. In order to create European mechanism for facilitating transport, accumulation, evaluation and recognition of results achieved by learning in formal, informal or informal surrounding, especially because of balancing individual achievements, having competencies in different countries.[3] Precondition of European integration is envelopment of competitive markets, stabile democratic structures and interstate dialogue. Competitive markets cannot exist without appropriate human resources, i.e. good education of labor force which can flexibly react on changing market demands in development. That fact puts new challenges in front of the educational structures, especially in the areas of professional education. Instead theoretical knowledge, key qualifications for labor market should be transferred, therefore as ideal instrument a model of exercise firm has been offered.

2.1. Education for entrepreneurship

Under term of education we mean institution, proves, contents and result of learning in function of different cognitive abilities, acquiring various knowledge, skills and habits. Education might be formal, informal and informal. Formal education has been processing in few levels, from pre-school all the way to do post-graduate education. Education becomes very significant life component in personal intention to be competitive on the labor market. UNESCO has defined adults educational concept in a way to include the adults in organized educational processes, contents, levels and methods, no matter of continuing or changing the started education, developing attitudes or behavior in personal development [erspective, participate in balanced and independent social, economic or cultural development. Education is one of the general, inseparable and inalienable human rights, but is also important instrument of enjoying all other rights and freedoms. Everyone has a right to knowledge, that should be free of charge, at least on the basic and general educational level. Basic education is obligatory, technical and professional education is accessible to everyone, and high and higher education is accessible according to the abilities. Education is directed towards human personality development and strengthening human rights respects and essential freedoms. It must promote understanding, sustainability and friendship among all nations and racial or religious groups, supporting United Nations efforts on keeping peace.[4] System of professional education should be completely accessible, flexible and passable for professional education demands and qualifications, i.e. to contribute the development and higher economic competitiveness, higher and more quality employment, i.e. to satisfy personal needs and the needs of society in general. Through professional education development directions and ways of realization, it should confirm professional education changing parameters, system mechanisms following and goals achievement, promoting same rights and conditions for everyone, professional education and qualification, promote quality of professional education and build mechanisms of comparability and recognition of domestic professional qualifications in Europe through European qualification framework.

2.2. Knowledge importance in the entrepreneurship

Contemporary worldwide economies are leaning more towards entrepreneurship. It is motor of society development, shapes the world economy and social surrounding. The modern concept of entrepreneurship includes globalization, networking, business virtualization and intellectual capital. They should be all used in order creating competitive advantages.[6] Entrepreneurship development has for consequence a change of its forms. New organizational forms bring their advantages and disadvantages. Entrepreneurship in new economy grows into economy of science. Knowledge of XXI. Century should leave all paradigms and turn on to new findings and grow from the phase of overcome to the phase of intellectual knowledge. Intellectual knowledge must be applied in practice in generating new trends and solving concrete situations.[7] Entrepreneurs acting is based on knowledge, crucial criteria for success of entrepreneurs, their firms and national economies too. Few entrepreneurs have numerous advantages: become accessible to all persons under same conditions no matter the sex, age or qualification level. Most of the new working places are created by small firms, because big business systems build their competitive advantage on massive and highly robotical production and by that, eliminating workers from the production processes. The basic problem is introduction of competitive entrepreneurship in professional schools, in order to overcome current notioning of establishing own business. Schools have imperative of new task, caring for their own role in pupils preparation for establishing own business and providing competencies which will enable the pupils to lead a successful private life. Pupils should develop features that will enable to develop into entrepreneurial persons, i.e. to become ready choosing their next profession appropriate to their previous educational background. All this should link the school, local community and entrepreneurs, in order to jointly develop projects, which will enable the learning of entrepreneurs skills, developing and understanding personal talents, abilities and affinities.

Entrepreneurship with knowledge, country, labor and capital becomes inevitable factor of production resources. Neither one resource can be assessed isolated from knowledge and entrepreneurship. Natural resources are given by nature. Countries cannot process fast and continuing growth increasing their natural resources. For achieving long-term constant profit, it should be thinking about other resource, except the natural ones. Labor is one of the sources for increasing economic activity. With growth of workers number, the country can produce greater product. In order to increase the total standard, income per capita should grow on higher rate than the rate of population growth. Although some economists will give priority to the elaborate the economic growth, many others will agree that most responsible input for fast and steady growth is capital indeed. Globalization makes completely new business surrounding, defined with fact expressed in confirmation that majority of products could be practically manufactured anywhere in the world. That fact produces that knowledge how to produce better comparing to others became crucial indicator of the competitiveness. It is greater demand for technologies contributing, so the skills and knowledge are even more asked. Entrepreneurs are in constant search for new methods, techniques and tools for producing own products. Because of fast knowledge changes, it should be adjusted to the demands of economic activities, Competitive advantages on the market overcome from the use of new technologies and all the activities are set-up to the increase of demand, supply and adopting technologies and knowledge. Firms are looking for new methods and tools, in order to manage the working processes, but also must develop knowledge for all available resources contribution.[7]

3. PRACTICE FIRM

In order to prepare better the pupils from the professional schools to the market conditions, with competencies needed to the potential employers, professional schools in their contents introduce the work in the practice firms. Purpose of the firms for practice is to connect the knowledge and education with economy, i.e. to convert the education towards the economy needs. On that way the economy growth is initiated, i.e. competitiveness is increased and the conditions are met for business on the single European market. Coming from the pupils classes, pupils of younger generations and with different mindset and views towards the surrounding open new possibilities for economy growth. Tempting in business in the school environment through the firms for practice is innovative teaching method which enables creating of firm model, presenting the real business flow in the teaching process. Thereby in the simulated business world with real partners in the country and abroad is initiated the development of key qualifications, such as the team work, readiness to work, flexibility and endurance, readiness on decision, competitiveness in deciding conflicts and most of all, intercultural sensibility. Model of practice firm flexibly, depending on the educational needs, might be introduced in different types of professional schools.[8] Experiences from previous regional projects and from the educational cycles realized in Austria, show the possibility of simulation of real business firm flow

in the schools. With professors upgrading and including the pupils firms for practice in the existing regional firms for practice network (Albania, Romania, Bulgaria), teaching system through business actions can be spread to the whole region. Although the demands in the regional countries are different, the flexible concept shaped by the demands of each country, with insurance of international quality standards, could provide foundations for development of innovative teaching methods. In the work of practice firms as social partners show up ministers for education, teacher trainers, central leaders of firms for practice of certain countries, directors, teachers and pupils. Through participation in the mentioned firms, pupils with knowledge acquire also skills needed to be included in the entrepreneurial world. Flexibility of shaping the educational modules of these firms enables implementation process adjustment of firms for practice. Standards of quality are being established, in order to make the companies for practice comparable, providing key module contents:[9] essential entrepreneurial knowledge, which is as such an assumption for firms for practice concepts realization, firms establishment and centrals in country, Going Public and regional networking and dissemination. Besides mentioned educational modules, for implementation of firms for practice is needed also the detail planning, reflexion and evaluation. The goals of firms are being evaluated on the entrepreneurial fair, as final directions of development and evaluation of success of the work, on one-day meeting, and an external evaluation of their work has been processed. Also there is possibility for comparing goals and aims.

4. CONCLUSION

It is necessary educational system to enable development of young population in such way to enable positioning on the labor market after finishing the high school. The assumption of their independence after finishing the high school is based on possibilities of integration of knowledge and skills acquired in the school environment. Firms for practice enable acquiring essential knowledge and skills needed for entrepreneurial initiative development before finishing the formal education. It is constant effort to qualify the pupils for implementation of gained knowledge, decision making, recognizing market opportunities, communication and team work. If these firms become successful in realization of predicted goals, they will create opportunities for young population right after the finishing of high school to be included in the global market match.

REFERENCES

- [1] <http://portal.connect.znanost.org/content/view/586/0/>
- [2] http://sciencecareers.sciencemag.org/career_development/previous_issues/articles/3360/
- [3] <http://www.aso.hr/Item.htm?sessionId=4754A6E5BFBDC844AEECEB6F63AE24DA?sp=368>
- [4] General declaration for human rights, UN Resolution nr. 217 /III 10. 12. 1948.
- [5] Kolaković, M., Poduzetništvo u ekonomiji znanja, Sinergija nakladništvo d.o.o., Zagreb, 2006.
- [6] Stipanović, C., Upravljanje promjenama u razvojnoj politici hotelsko turističkih poduzeća, Faculty for tourism and hotel, Opatija, year 2006.
- [7] Leppälä, K., Kääriäinen, J., Takalo, J., Savolainen, P., Challenging global competition: tune up your product development VTT Working Papers, 1459.7683 (URL: <http://www.vtt.fi/inf/pdf/>), 2005.
- [8] <http://www.econet-see.com/hr/mission.html#firma>
- [9] www.econet-see.com

LEADER TO STRATEGIST

Prokopović B. Bratislav, Prokopović S. Tatjana, Prokopović S. Karolina

Business school SS, Niš, Serbia

***Summary:** There are many definitions and specifications of management. In this paper we will present the process approach to this issue that defines it as a profession that has taken over all the elements of managerial process from the administration. However, that is exactly what Serbian management is lacking the most, and it will be the focus of this paper.*

***Key words:** Management, leader, strategy, investments, subvention, social program...*

1. INTRODUCTION

A lament can often be heard how it is high time that "rational people sit down and tell us the national interest and strategy for this or that"... however, it is not easy to say who those rational people are. Perhaps that is due to the fact that leading people in our companies are experts in diverse areas¹. Largest number of them is from technical structures, and because of that is unable to give reliable and efficient answers to many questions in the marketing-management area. As contemporary management has incorporated the marketing-management philosophy, on which managerial decision are based on, it is natural that in we have many problems in that area. Namely, this fact is crucial when it comes to desired efficiency of our business systems, especially since market has become a basic instrument of all business activities.

In Serbia many scarcities are remembered: energy, provisions (even cotton and coffee), so it might not come as a surprise that economic and political misapprehensions, prejudices and myths, are always plentiful. A part of those prejudices is inherited from the past when party-command model (partly veiled by the idea of "self-management") was publically proclaimed to be the rational social relationship, and not only factually applicable and formally suppressive (as it is today). Old prejudices are nowadays (in the transition period) joined by new myths. Terminology may have been changed to some extent, however, the essence remains the same, or at least similar.

If the economic segment of Serbian citizen's "mental built" was depicted schematically, a large portion of that scheme would be directed towards the state and its system. Unfortunately, it is not due to the confidence in state institutions (courts and executive authorities), because that is extremely low. It is due to the (almost centuries long) confidence in the fact that the dynasty, party or some other authority could (if they wanted to), using the leverage of the state apparatus, ruin or improve any business endeavour. Years' long experience of this paper's authors speaks in favour of the thesis that business endeavours depend more on the support and good will of politicians, than it does on work and entrepreneurship. Namely, the largest part of results and failures in business is attributed to the state, and an axiom is engraved in the minds of Serbian citizens: the state knows best WHO, WHEN, WHERE, FOR WHOM, WHY and HOW!

¹ Др Живота Радосављевић и др Радован Томић; Менаџмент у модерном бизнису, Привредна академија, Нови Сад, 2007. стр. 390. до 396.

2. SUBVENTIONS AS A CONFIRMATION OF THE ABOVE STATED

An attitude that serious processes and decisions should not be left to blind forces of the market, can usually find foothold in the fact that even the most developed countries lead active politics of government subventions and stimulation of certain departments (and clusters). It is, however, forgotten that the so-called industrial politics, in the developed countries, is usually governed by creating advantageous conditions for certain business segments, and rarely by subventions or direct financing of certain companies². Also, it is forgotten that governments of most developed countries can more easily lead subvention politics, because their level of GDP per capita is much higher than in Serbia, so “it has recourses to draw from”. Successful subvention politics is not easily lead (or even possible) in countries where all business segments require subventions and the widest layers of society require additional benefits and social welfare in order to survive. In such an economy it is said that the wishful business developments require compatible wishes – which is highly unlikely – for all, both state and the economy, to have the same wishes.

In a complex economy (such as ours), however, it is not easy to draw the line between the businesses that need subventions and those that do not, because they are all in transition. So, in our country’s economy we do not have enough criteria for determining the economic status of all the participants in the system. Hence, the situation is more complex and requires a lot of economic expertise, political wisdom and assets for overcoming it. What is confusing about subventions in our economy refers to available investment assets. In 2009 the condition of available investment assets was not favourable. In order to correctly assess that condition, we have to compare it to that condition of the previous year, which was slightly more favourable. Such comparison implies that in 2008 there was more inflow of direct investments from abroad. For the largest number of businessmen that represents a kind of a signal that something more serious needs to be done so as to attract direct foreign investments. Whenever an economy relies on the system of direct foreign investments, as the case is with Serbian economy, somebody must be responsible for the regulation of that system³.

A belief that, when a company is not doing so well, the state must help, by direct investments or favourable grants (it is not clear what is the difference!) is still prevalent. This is surely, above all, true for the state-owned enterprises.

3. INVESTMENT ACTIVITY

All too often, the state is expected to carry out the desired investment activity. Not only in the infrastructure area, but also in the area of goods/services manufacturing. At the pre-election rallies, party officials promise (thousands and hundred thousands) jobs, new investment cycles and increase of export and import. Also, it can be noticed that they do not promise better business conditions, but are usually announcing state investments in manufacturing, tourism etc.

On the other hand, Central Bank is reprimanded for not using foreign exchange reserves for investment (and employment), and the government is reprimanded for not investing privatization incomes (and other national income surpluses) productively, so that it can improve state property (which is to be lessened by the privatization)!?

It is very important to notice that in the uproar against the government, just like in the ruling class propaganda, the same idea is dominant⁴: that the state should be very active participant in business endeavours realization, since it (as a safeguard of public interest) knows best what should be done and how the business should be conducted. One and true difference is that the ruling class (according to the opposition) cannot conduct that business properly. Of course, the current government feels differently. Here, a question is posed quite naturally: If “State knows best” attitude is true, would all centrally planned systems ever be ruined or stumble?⁵

² For anyone familiar with contemporary economic tendencies, this attitude is nothing new.

³ In Serbia that is the government, which uses a system of measures and instruments of economic policy to arrange all those relationships.

⁴ So for example, Minister Petar Skundic, participating (in the name of the Serbian government) in the two-day international forum “Predicted development of Adriatic-Balkan region” accentuates that Serbia is interested in realizing the projects in the area of infrastructure, such as transport corridors 7 and 10, as well as multimodal corridor 11 in the road infrastructure. („Политика“, March 9th, this year)

⁵ Проф. др Боровоје Б. Прокоповић; Савремени привредни системи (3. edition), Проинком, Београд, 2005, 268.

4. NATIONAL INTEREST AND STRATEGY

All integrated management efforts directed towards creating optimal strategy are conducted only so that the success of economic participants in the system can be optimized. The science of economy nowadays has more and more “tools” at its disposal that can be used to measure business activities in order to achieve business success (regarding the economic participants’ survival in the system) in the global market.

The misconception that “the state knows best” strongly relies on the business development strategy myth, which implies that this strategy is created, formulated and enforced by state authorities (guided by political leaders). A lament can often be heard how it is high time that “rational people sit down and tell us the national interest and strategy for this or that”. In the largest number of cases it is implied that those rational people are party leaders, whether from government or the opposition.

Also, the situation is similar with the prejudice regarding the development strategy. The socialist development period colored this issue a special colour. Economist-planner occupation outlived the central-planned business. And the philosophy and terminology of short-term or long-term development strategies, with the inevitable defining of priorities, has been kept until this day in numerous ministries, agencies and institutes⁶.

Basic problem with priorities lies in the fact that analysts find it difficult to disqualify a (any of the) branch(es), businesses or projects from a priority group. This is especially true if the formulated Strategy is brought forth for a public debate, in which, almost assuredly, the battle for the position in a priority group will end with everything declared priority, or, in a slightly better case, too large group of priorities will be formed.

5. “THE BEST” SOCIAL PROGRAM

Belief that there is no better social program that investment in production and employment has surprisingly strong foothold. Because of that, in the past, social program was usually administered along with the motto “Let people work and earn, they do not need hand-outs!”. When someone would be brave enough to respond “So let them work!” it would turn out that in order for the business to continue working they would need a “tiny” investment of a couple hundred thousand (or even a few millions) Euros for investing into working or basic assets. Some businesses receive subventions even today (“until they can land on their feet”), but it usually turns out that their economic survival is questionable. Their problems are not of financial, but of completely other nature (market, technology, organization, management, staff...), so financial help from the state (which would perhaps give better results if it was not taken away from the tax payers) only delays their inevitable collapse.

6. THE LEADER MYTH

Schematic representation of our history might appear to some as a gallery of portraits: Dushan, Urosh, Karadjordje, Milosh, Mihailo, Alexander... Even nowadays many dream about a “true leader”: “Serbia needs a firm hand! We need enlightened absolutism!” They forget that there is no social choice between “enlightened” and “unenlightened”. The attitude is luckily changing; however, it is largely historically determined, independent of the voters’ will, even independent of the “revolutionary” masses. On the other hand, it became clear that however manipulated voting can be, there is a possibility of choice between absolutism and democracy. The chances are that, in our conditions, if absolutism was chosen, it would have been unenlightened.

Even though some economists “illuminators” point to the fact that countries that are the most successful examples of transition, have gone through a period of ruthless dictatorships (Chile, Greece, Argentina, Portugal...). Surely, we are convinced that most analysts would prefer if we were spared of that, even if that means that access to Euro-Atlantic integrations is somewhat slower⁷. However, we should not disregard the fact that many are keeping in mind this “short-cut” simply because the inherited myth about a “strong leader” is firmly built in the “workings” of Serbian citizen.

⁶ Ibid.

⁷ Socio-economic conditions in contemporary Serbia have contributed to new ways of communicating. There are many manifestation and proclamations about the guilt. No longer is someone else guilty, guilty is the right one – the one closest to the event, the one that has something to do with the event. Communication has overcome “You should do as I say because I am the only one who knows how it is done”.

Our considerations so far were very rigid towards this issue due to the pyramidal constitution of the organization and our inability to think outside of that architecture. Economic participants in the system nowadays need necessary organizational structure suitable for the position they take up in concrete business conditions. Such organization is constructed so that it is unladen of most bureaucratic obligations that are taken care of by the state. "Pressures from the competition, swift changes and constant shifts will force companies to accept organizational models that will inherently undermine the hierarchy and distribution of information according to sectors. Hence, growth will be organic, upwards."⁸

7. REBELLIOUS SPIRIT

In school textbooks (regardless of the regime in power when they were written) we have all read about the rebellious spirit of our nation and the general readiness to fight against oppression and injustice. It would not be fair to claim that this account is baseless, but it has to be regarded from several angles, considering not only historical facts, but also the experiences from the first decade of the XXI century. Many announced "hot autumns" and "turbulent springs" have disintegrated into "velvety" tirades, or protest walks, with whistles and banging pots and pans, because of the biased TV reporting. Regimes have usually fallen because of the sanctions and pressures from abroad, so bitter statements from disappointed revolutionaries: "Is this what we have been walking for days for?" might seem a bit comical.

We appear to have entered "safer waters", at least when it comes to social tensions (we are happy because of this and we are not expecting any particular scenario). Of course, just like the others, we fear further international community's activities, with the intent (that is difficult to give up on) that in this part of the world patient and apologetic "silent majority" will be formed, that will exhaust all their social frustrations in stadiums, EXIT festival, or in Gucha. Even though this analysis of our economic situation is just from the perspective of entrepreneurs, it is not complete⁹. Actually, the key role of business management is left out of this analysis.

Let us remember that subventions from the state include not only business, but also the care about the social welfare of the nation. Accordingly, because the stability of a country implies mutually arranged relationships of all economic participants in the system, it is necessary to constantly improve them and nurture them.

8. CONCLUSION

Even though the title of this paper is without a doubt exaggerated, it nevertheless points to the important role of management in our business practice. Because, whenever we discuss our business, we rely on agreed convention called management. Since we know what management is and what determines its role in the market economy, we are able to consider how changes in that domain can affect the economy of a country.

The term management refers to one of the most important functions in business and functioning of a firm. Achieving the ultimate goal of a firm depends on successfully carrying out this task.

Management performs the function of: planning, organizing, leading, coordination and control.

In the economy of our country management is still not viewed as a universal way in which the managers handle organizations and that should be changed.

When a manager uses his/her activities for improving business and firm functioning, he/she influences the increase of the firm's efficiency and the efficiency of business in general. Because of such a role of management in functioning of the country's economy, its relationship towards this profession should be changed for the better.

Even though we have provided some important information about management, the discussion about this issue is not complete and it is necessary to be continued. The reason for this is that when a firm's efficiency is increased, the efficiency of business in general is increased. And as the economy enters the higher faze of efficiency, the change in firm's management influence the increase in their efficiency and the over-all employment rate. In other words, since management is not neutral in its activity in the long run, it has a strong influence on the real results in the short run.

⁸ Часопис „Преглед“ бр. 256/91/92. стр. 7. и 8. Издање Амбасаде САД у Београду.

⁹ Др Живота Радосављевић и др Радован Томић; Ибид. Стр. 133. до 179.

REFERENCES

- [1] Časopis „Pregled“ br. 256/91/92. Izdanje Ambasade SAD u Beogradu.
- [2] Grupa autora, Ekonomija i promene, Zbornik radova nastavnika i saradnika NPŠSS, Niš, br. 1/08.
- [3] Tomić, R. i dr., Menadžment u modernom biznisu, Privredna akademija, Novi Sad, 2007.
- [4] Bakić, O. i dr., Menadžment usluga u savremenoj ekonomiji, Ekonomski fakultet, Beograd, 1998.
- [5] Druker, P., The Economics Power Shift, The WallStreet Journal, 24. september, 1992.
- [6] Prokopović, B.B., Savremeni privredni sistemi (3. izdanje), Proinkom, Beograd, 2005.
- [7] Prokopović, B.B. Osnovi marketinga, (7. izdanje), Proinkom, Beograd, 2007.
- [8] Politikin Vodič kroz svet biznisa i ekonomije „Ekonometar“
- [9] Dnevni list „Politika“, Beograd.

FURTHER DEVELOPMENT OF SERBIAN ECONOMY REQUIRES BIGGER INVESTMENTS, SAVINGS AND MORE EFFICIENT MANAGEMENT

Prokopović B. Bratislav, Smiljanić Z. Irena, Milovančević Miloš
Business School SS, Niš, Serbia

***Summary:** The strategy of further development of Serbian economy implies investment uplift and continuing privatization, with serious constraint of public spending. Dinar stability and price stability has been kept in control so far thanks to high foreign exchange reserves, but it is necessary to tighten the monetary-credit policy, and diminish public spending.*

***Key words:** Stability, monetary-credit policy, public spending, privatization, foreign debt...*

1. INTRODUCTION

There is no doubt that the development of Serbia must be based on investments, and not on further borrowing. Hurdles that block investments must be cleared up. Otherwise, when discussing what might be in the way of bigger investments in Serbia, we should be aware that the issues to be settled are not only institutional circumstances but also the state of affairs in politics, as well as the discrepancy of our laws with the contemporary law of the developed Europe.

The continuance of public businesses' privatization, and due to that, the ending of the previous development trend, which was dependant on the domestic consumption and insufficient savings, is inevitable. Monetary-credit policy should be harsher and public spending diminished by which domestic consumption would be slowed down.

2. THE CONTINUANCE OF PRIVATIZATION

Healthy environment cannot be achieved until the ruling parties privatize "their" public businesses and start acting like political and not feudal-partisan business organizations and fraternities.

As far as we are concerned, the best solution would be, even if they did it involuntarily as victims of a globalization, for the ruling parties to sell "their" public businesses and leave the economy alone, and then deal with the initialized judicial reform and create an environment that will be welcoming for the strategic investors, because our future depends on it. The bite is big, and the short-term political gain miniscule, perhaps even negative, but one has to perceive if efficient market economy is the goal. We are, of course, talking about game best played by big players, where messages from the audience are not helpful, but if it needs to be done...

With such a message and the grade awarded to the creators of the economy policy, we should also add that the business structure is changing too slowly. What greatly contributed to that was the unwillingness to carry out all the radical reforms, but also the fact that there is still a lack of direct foreign investments in this area. This and several other grades awarded by the authors that are in connection with the current economic developments, are based on the constant monitoring and years long research, regularly published in the "Ekonomika" magazine, Nis, and in Higher education organizations' collections.

3. POLITICAL FAUX PAS: “WE SHOULD NOT RUSH”

Where is domestic economy after almost ten years of democratic changes, where is the change most noticeable?

By the standards of market-developed countries, our current economy policy is inconsistent, shifty, but all that, when compared to the previous governments, represents a civilization development. One thing is certain: by all accounts, we will never go back to the socialism with queues and shortages and conflicts... What was then “it is all right, no problem”, today is viewed as a scandal, and outline of progress can be seen...

However, the structure of our country’s economy has not changed a great deal. There are very few new job openings, and the endurance of a large number of existing ones is questionable. Hence, it should not come as a surprise that people are complaining how they never had it worse – even though, realistically speaking, salaries are doubled, stores are full, pensions are regular, and hospitals have new apparatuses and almost all the necessary drugs, while consumer goods import is still increasing. However, people lack the sweet uncertainty, where the most important thing is to precisely adjust their labor output with their meagre salary.

We can already pose a question: where, how and how big are the omissions, in other words, what are the important changes that have not still been realized, but were the priority of the new government?

It is not a secret that neither the first nor the second transitional government had the courage to privatize public businesses that remain to this day the source of their party revenues, power, financial influence and other privileges. Parties in power manage the businesses as if they were their own, even though they had not invested their capital, nor are qualified for the job. We should not be reminded of a case where a cafe owner could have been Railway manager? In the same manner, it should not come as a surprise that the ruling parties do not rush the introducing of financial discipline, nor are dealing with bankrupted business that are state owned. Law on Bankruptcy, that basic creditors’ protection mechanism is still applied selectively and slowly, because there is no political interest for it to be sorted out. It also should not come as a surprise that the current Minister of Economy and Regional development is openly opposing the NB of Serbia’s intention to publish the list on illiquid companies on a regular basis, with the explanation that it would be easier to publish the list a couple of liquid companies, because, it is his estimate that it is the current situation in Serbia. If that is the stance of the current government, if that is the belief of the head people in the country – that the time is not right for the transition – than we truly will not be a part of the transition. By all accounts, it would not have happened if the IMF was not still setting these reforms and the famous privatization of PIS (Petroleum Industry of Serbia) as conditions for further loans.

On the other hand, there are people who believe that those reforms should not be rushed because of the social consequences that accompany these changes. Here we are stressing out the fact that our statistics has a special report, most likely nonexistent anywhere else in the world, that neatly documents the number of employed people who do not receive salary. From that report we can learn that every sixth employed person in this country has not received any salary for 4 to 6 months, while some of them, most probably, have not received any salary for years. Therefore, it would be advisable to seriously question the real number of “welfare cases” and what are the social implications of the restructuring? Because, namely, largest number of those people work somewhere else for a long time: most likely in the black market, with no benefits, due to which they are forced to maintain the old employ because of benefits. Up until now it was possible to go back to the old system with strikes, road blocks and other forms of “political struggle”. The government has been, until recently, actively supporting those: by various subventions, tolerating strikes, regular salaries (even though there is no productivity) and the like.

Last year’s industrial production was very low, and presumably, that trend will not be stopped this year. It cannot be explained any other way than that we have entered the zone of unhealthy growth, the end of which is not near.

So, we are still in the unhealthy terrain, because the Law on Bankruptcy is still applied selectively and without enough efficiency. Ownership rights are still poorly protected, and the judicial reform has just begun and the whole process is selective, slow and inefficient. The situation with industrial production is, in short, as follows: considering that the previous government has, in the very beginning, so to speak, completely halted privatization and investments, the current government is experiencing the boomerang effect of it. Just as in 2004 industrial production was simply booming (owing to the successful privatizations of 2003), its systematic destruction during 2004, has produced the fall in 2005. Subventions to the public “combi-companies” have been lessened under the pressure from IMF, so their industrial production has declined. In parallel, in the second part of privatized industry, for a period of time production and export (until the financial crisis) have been on a steady increase (steel, chemical industry, rubber and groceries), and in the local industry we are witnessing the expansion of numerous services of financial sector.

4. TEN MORE DEFICIT YEARS

This year's mild export growth, while we are experiencing production decline, is somewhat of a sign of some essential changes in our overall bidding.

A part of the privatized industry is increasingly exporting, which the statistics verify. A good portion of export growth is truly just the result of introducing VAT, because the exporters now regularly declare their export earnings, which was not possible under the previous taxes. The export of agricultural products has also grown, in spite of the liberalization (one-sided application of the Trade agreement with the EU) and stories how we will be ruined by opening the domestic economy, and especially by "eating import lettuce". Of course the continuance of such strategy will ease our entrance into the EU, because it also means the increase of domestic economy competitiveness.

However, essential changes of our economy are still very distant. They can be brought about by strategic investors who bring capital, management, new insights and technologies, as well as strong export implications. According to some data, foreign investments can produce 3-4 new job openings to each existing job in the domestic sector. And that is what we need, and because they are still not here, it would be advisable for the government to start worrying about the fact that less than a billion dollars of foreign investments were made in Serbia in the last year.

5. BUSINESS GROWTH AND DINAR EXCHANGE RATE

For a long while, a question has rightfully been posed: whether and to which extent is the improvement of chronically disturbed outside balance possible, or will our country be facing a large trade deficit for a long time? I am sure we will, and it is not a problem, it is planned by the IMF in the mid-term projection. It is inevitable, because Serbia has both small and large export. Both aggregates should be less than 60-70% of gross domestic product, and in 2009 our import was less than 50%, and export just over 15% gross domestic product. Understandably, export must increase faster. Auxiliary goods and equipment must be imported as well, but at the same time import of consumer goods must stagnate, which is normal, because that is capitalism.

It has again been proven that plans are one thing and reality another. According to expectations, this year's economic situation will be very difficult. Entire 2009 was characterized by a drop in production, with a steady slow increase in export and import and a significant public revenue increase. It is not difficult to conclude then, that the planned growth of gross domestic product is questionable. Namely, if the drop in industrial production is continued and also perhaps the drop in agriculture, when compared to the previous year, it will be difficult to realize the planned 0.5 to 1% growth, considering that these two activities contribute to one half of the domestic product growth.¹

As a result of it all, the phase of payment balance deficit will continue for several years.² Because of that it is necessary, the economists insist, to introduce a new financial discipline that will insure normal conditions for the accumulated debts to be paid in time. It is that way in market economies, because that is the way the world works, debts are not forgiven, and the entire economic activity is directed towards income and profit. Namely, it is a matter of healthy environment and firm financial discipline. If there is none of that, all the other questions are arbitrary and are basically senseless. Healthy environment cannot be achieved until the ruling parties privatize "their" public companies and start acting like political parties and not fraternities.

6. ECONOMIC GROWTH AND INFLATION

We have never had economic growth without inflation, and the question is whether that will continue. Basic characteristics of a healthy growth are: low inflation, reduced public spending and decisive conduction of institutional reforms. What might come as a surprise is that the countries that have achieved economic results when it comes to growth and inflation also have more equal distribution. So, the distribution is twice as unequal in Russia as it is in Poland, which is referred to as IMF's best pupil. There is basis then to talk about how inequality in distribution increases when reforms are not carried out, and not when they are carried out with haste.

¹ Our economy is displaying some of the signs already: that the next year will be especially problematic and that it can easily happen that the domestic product growth does not exceed 0.5%.

² Large foreign and domestic debt as well as the technological regress, represent a big problem for this country at the moment. That is also true about large unemployment, with the rate over 30%.

Basic generator of inflation in our country in the past has been enormous state spending.³ Then, there is the open market and companies (public most of all), that transfer their inadequacy to the consumers through prices and with only a small increase in oil, gas and dollar rates. So the state is mostly to blame because it spends too much, does not privatize companies and keeps the market closed. The battle for lower inflation and smaller foreign-trade deficit are two of the greatest challenges for the Serbian government in this year. The result of it all has to be the new developmental route in stopping the previous trend of domestic spending and encouraged savings.

7. ECONOMISTS AND FOREIGN EXCHANGE RATE

The problem with choosing foreign exchange rate, above all is the question of choosing the losers of the process: workers, pensioners and import lobby (that prefer fixed exchange rate), or the export sector – workers that might find a job there (that prefer mild depreciation). However, in order for the depreciation to achieve effect, it must be faster than the domestic prices growth. At the same time, net salaries and pensions must be nominally frozen (practically, they must stagnate), and maybe even drop.

We stress out that this would be an extremely difficult choice to make, but it also represents a basis – essence of transitional macroeconomic politics. Recorded experiences of countries that have successfully conducted the policy of floating course best demonstrate it (the growth of real salaries in the entire depreciation period was minimal, or nonexistent). Our domestic populists, who love to use the example of Slovenian transition, systematically avoid mentioning that this country had inflation under control (salary and pension policy was always restrictive, while the course was at the same time floating) and that the losers there were workers and pensioners. So, the government must know that there is no other way to conduct transitional macroeconomic developmental policy, if the desire is to stimulate export and business growth.

8. ENOUGH WITH WOING THE VOTERS

One thing is certain nowadays: a part of our workers, especially older ones that cannot find their place in the private sector, will never be better off than they are now, because they have been gathering retirement fund for a long time without any earnings. Therefore, it is necessary to stop the “No need to rush” policy, that is sending the signal that, with some luck and a few more railway and road blocks, they will finally achieve pension! Indeed, politically speaking, it is not an electorate to be disregarded especially for the radicals; irrespective of the fact whether the transition is slow or fast. But, it should be stated openly, current government cannot profit from wooing these electorate, so it would be more prudent to choose a different form of social protection, and the best one is – increased business growth! However, in order to conduct that one needs political vision, but also courage. We believe that the time is right and that the final change in the ownership of public companies should begin, in other words, it is necessary to privatize those companies, even under the pretense that they would never do that but the IMF is insisting.

Truth be told, in the beginning others also did not start “with themselves”: public companies were not the first to be privatized. After all, when starting transition they introduced so-called firm budget restriction. So in Hungary, for example, in 1992, as soon as transition began, they passed a very strict Law on Bankruptcy that listed not reporting exceeded payment within 90 days, even if it is only a forint, as a felony. So it happened that over 10000 Hungarian businesses were bankrupt or liquidated at that period. Those were not only old – state-owned businesses, but new – just privatized, which was very important, because the culture in new privatized businesses, in the beginning, was the same as in the state-owned ones. The effect of the new Law was such that the enormous debt among the companies, and the inherited culture of not paying, was erased over night. After three years, state-owned businesses were privatized, and the new climate of bankruptcy and liquidation became relevant for them as well, and that is when the end of budgetary restrictions was over. It was one of the most important factors for Hungary attracting direct foreign investments, and that was the area Hungary was best at. We should also point out that the financial discipline was introduced by Hungarian experts and politicians, convinced that it is the only true path of transition, instead of being convinced to do so, or being conditioned by the IMF.

We, also, will not be better off until those who create the business environment, proclaim that the derelict backyard is clean, and refuse to pick up a broom. Can we anticipate (and what kind could it be) the end of our anticipations? The end should be determined by Government package deal: improving liquidity, increasing

³ Large public spending has been the topic for a number of years. It would not be such a big problem if we had greater domestic product. In fact, its problem is the problem of inefficient domestic production and its low competitiveness. And efficient production is not reached easily, through a set of reforms in the center of which are those structural.

economic activity, stimulating export growth and buying domestic products, maintaining employment rate, and servicing the debt. The goal is therefore, well known – investments should be increased, because only with their help can we have sustainable development and with that reach the level of other countries in transition. And that is what we need and what, again brings the issue of competitiveness around, about how our economy could become competitive in the future. Export could be the generator of that healthy business growth. It would be a huge success if in the next ten years a yearly average growing rate of about 5% is achieved, which is important for sizable external debt. If that average growing rate is not achieved, Serbia could have serious problems, and servicing the external debt would be impossible. And because of that, everything must be done in order to, not only increase direct foreign investments but also to improve domestic savings, which is an important factor of development throughout the world.

9. INVESTMENTS AND DEVELOPMENT

Attractiveness of our business environment for direct foreign investments is obviously low, due to numerous, still remaining, barriers for their entry, as well as due to the bad political heritage.

The issue obviously is not just institutional (uncertain political situation and discrepancy between our legislature and contemporary European one), but is multiple. Let us name some of them: slow privatization, unattractiveness of many domestic companies to foreign buyers, impossible return of invested funds... Thereby, it is known that the potentials of domestic market are modest, that ownerships of companies are complicated, and with all that there is the undeveloped financial market, and all that is not good for investments.

So, in spite of daily accounts of significant investments coming into Serbia, there is no adequate arrangement for dealing with the mentioned barriers. Only after they have been cleared can there be word of strategic investors, and not like now – those who invest money that has been previously take out of the country. They are the ones that receive big publicity, as if their business is of any importance for the country.

Therefore, a question is posed: what are, in the era of financial crisis, realistic amount of direct foreign investments, especially since the expectations are quite different, from those who are reserved, to those who are expecting an investment boom. Whether, for example, as was recently announced, Telecom Serbia will be sold and to whom (Deutsche Telecom)? Is there interest from big German partners to enter the ownership structure of our country: trade, information technologies, telecommunication, energetic, auto-industry and construction industry? The announced intent of German businessmen for cooperation should be exploited, because that could be profitable for both parties on question.⁴

The continuation of arrangement with the IMF⁵ is the only chance for Serbia to attain developmental strategy that, on the one hand, means investment momentum and continuance of privatization, and on the other hand it means reserved spending. It can enable further development in structural reforms, especially regarding the pension system.

If exaggerations are excluded, it could be said that there is a basis for optimism that direct foreign investments will increase when compared to those received last year and on the basis of domestic companies' sales. However, if those funds are not used rationally, that will only temporarily alleviate the difficulties in the economic-financial relations with foreign countries and it will only postpone deeper crisis.

10. CONCLUSION

The best way for Serbian economy to become efficient and competitive in the following period is to pay attention to several of the most important segments. Stricter monetary-credit policy, with the aim to slow down domestic demand, decreasing public spending, faster privatization of public companies, stability of costs and currency, increasing savings and investments, solving all the issues that are complicating foreign investments inflow, increasing business growth with faster structural adjustment, regular servicing of the foreign debt.

⁴ „Политика“ daily, 29. 01. 2010. issue

⁵ Agreement about the third revision of stand-by arrangement with the IMF (achieved a few days ago) will enable for Serbia to take 350 million euros loan intended for foreign currency reserves. It will also enable desired macro-economic changes and better structural adjustment.

REFERENCES

- [1] Časopis „Pregled“ br. 256/91/92. Izdanje Ambasade SAD u Beogradu.
- [2] Grupa autora, Ekonomija i promene, Zbornik radova nastavnika i saradnika NPŠSS, Niš, br. 1/08.
- [3] Tomić, R. i dr., Menadžment u modernom biznisu, Privredna akademija, Novi Sad, 2007.
- [4] Bakić, O. i dr., Menadžment usluga u savremenoj ekonomiji, Ekonomski fakultet, Beograd, 1998.
- [5] Druker, P., The Economics Power Shift, The WallStreet Journal, 24. september, 1992.
- [6] Prokopović, B.B., Savremeni privredni sistemi (3. izdanje), Proinkom, Beograd, 2005.
- [7] Prokopović, B.B. Osnovi marketinga, (7. izdanje), Proinkom, Beograd, 2007.
- [8] Politikin Vodič kroz svet biznisa i ekonomije „Ekonometar“
- [9] Dnevni list „Politika“, Beograd.

ANALYSIS OF A COMPANY'S SOLVENCY

Prokopović B. Živojin, Prokopović B. Borivoje, Vukasović I. Branislav

Business school SS, Niš, Serbia

***Summary:** This paper is dealing with a company's solvency from scientific and professional point of view, and certainly considering modern economy practice.*

While dealing with a company's solvency, the starting points were credits and general company's bonity in general. Interests of the contemporary economical practice influenced evaluation of: profitability and rentability, liquidity and solvency, as well as financial position of a company, creating the image of its credit bonity.

***Key words:** solvency, company, profitability, liquidity, financial reliability, risks, management, growth, development...*

1. INTRODUCTORY INSPECTION

Solvency of a company is the subject scientific and professional public are interested in, as well as modern practice. There are few thorough professional/expert discussions directed towards closer determination of the object of a company's solvency. Most often, in expert literature different evaluations of a company's solvency are offered along with those of a business partner, and reasons should be searched for in approaches to a concept.

More efficient economy of our country is achievable only with better understanding of general characteristics of the market, that is: stability of the environment, globalisation of the market, reactions on the changing of the environment, developing orientation of a company (staff, technology, products/services, finance, ecology etc.), shortening of the developing and existing period of a product and similar.

Characteristic of modern market economy must be of main interests for our companies, especially regarding changes such as: owners, organisational, staff, law, management-marketing and other structures and relations. The causes, potentially enlarging uncertainty and expanding spectrum of survival and developmental risks, must actually be known.

2. THE CONTENT OF A COMPANY'S SOLVENCY

In the dictionary of economy, solvency is defined as formal and material characteristic of an economical subject, which make it a sure debtor, be it a bank where the money is put in deposit or a company asking for credits.¹ Whenever solvency is mentioned we have in mind credit ability of a company, understood as readiness for the obligatory debts to be paid off on time.

There are different interpretations of the term as well as different attitudes of some authors. Some of them see solvency as the evaluation of the probable acting of insolvency of a company in the future.² There is also a

¹ M. Vujaklija; Leksikon stranih reči i izraza, Beogra, str. 127. i Ekonomski leksiko, Beograd, str. 100.

² Kralicek, P; Kennzahlen fur Geschäftsfuhrer, Ueberreuter, Wien, 1989. str. 60. do 64..

wider understanding, according to which the primary importance is given to the evaluation of liquidity and credit abilities in general.³

Basically, this inspection deals with, above all, financial aspect of solvency – credit solvency of a company. To put it differently, the great importance is given to solvency evaluation of a company based on financial analysis of balance statements and financial state.⁴

There are those who, with their attitudes, go further in realising the content of solvency, and, opposite to previous inspection, give solvency internal value of a company⁵ and its reputation.⁶

In previously mentioned approaches to the term and content of a company's solvency, attention is directed towards credit solvency, that is: solvency, liquidity, credit ability and additional relevant measures. Modern economy practice, however, regards and presents the term bonity in the sense of values, business reliability and, specially, credit ability of a business partner. Moreover, solvency of a company is seen and evaluated as complex and impiles the evaluation of summarised results of business activity and policy.⁷

All the things considered, it could be said that bonity of a company represents all the positive characteristics evaluating business relations together – economy of a company inspecting:

- credit abilities of a company and
- complex bonity of a company.

3. CREDIT ABILITY (SOLVENCY) OF A COMPANY

Credit ability (solvency) of a company is the topic of arguments in modern economy practice, but scientific and expert public as well. It is being regarded as:⁸ minimal; acceptable and good.

Minimal credit bonity gives a company (as a debtor) opportunity to have the trust of creditors regarding on time duties pay off; that is the suppliers will distribute goods, raw materials, material with postponed date of pay, but with certain limitations.

A company with such solvency is in the position to lend money and capital, but only with pledge (lombard or mortgage), or guarantee of the third person with good credit solvency. Also, it will be supplied by suppliers in agreed limited way, and new deliveries will happen when the supplied go below limit.

Company with minimal credit solvency is doing business with enlarged financial efforts and high risk, because borrowing with pledge makes the whole property immobile until the debt's pay off. Its capacity is used in limited way according to agreed limits and deliveries the suppliers are ready to accept. Naturally, this reflects in bigger risk of possible in the company's business etc.

Companies with minimal credit solvency disposal directly face the obligation of advance payment, or with a guarantee, which expands expenses and loss. While companies with minimal credit solvency, as a rule, have lessen financial elasticity and independence, those without that solvency do not posses those characteristics and are exposed to high risks in business.

Acceptable credit bonity is something the companies which can realize their economical activities without any problems, that is pay off in time. In other words, such companies get credits without their possessions and immobilising as pledge for credit pay off, and with suppliers accept usual pay off terms and agree on pay off postponement, because their creditors and suppliers trust them. Those are companies possessing the following: needed degree of financial elasticity and independence; certainty and liquidity ; are capable of protecting themselves from over-debts; and by their business activities make profit which is not endangered by risk of enlarging financial expenses.

Good credit bonity is something all those companies fulfilling criteria possess: that papers of value, that is, emitted shares involved in stock market of effects; have financial stability; easily take part on financial market; and easily buy or sale because of trust in their bonity. It is rule that such companies use without being disturbed the best loan conditions, without risk for pay off and there are only few such companies.

3.1. Evaluation of credit bonity of a company

For evaluation of credit bonity of a company financial analyses of desposibe performances is used, along with contents and methodological sets of a research and evaluation schedule.

³ Schatt, G; Kennzahlen, Forkel, Wiesbaden 1988. str. 52. i 53.

⁴ Ibid.

⁵ Der grosse Brodshaus III, Leipcig, 1929. str. 150.

⁶ Gablers, Wirtschafts – Leksikon I, Wiesbaden, 1958. str. 594.

⁷ Dr Tepšić; Ekonomska analiza finansijske structure preduzeća, Računovodstvo I finansije, br. 5/81.

⁸ Dr Đ. Malešević; Analia boniteta preduzeća, IV simpozikum u B. Vrućica SRRS, oktobar 2000.

The contents of analyses of credit solvency includes examinations and evaluation:⁹ the company's ability to earn; solvency and liquidity; credit risk and certainty regarding pay off; and financial position (financial balance and changes in capital structure).

3.2. Evaluation of a company's ability to earn

A sign of profitability, that is rentability, is in the function of showing final achieved goals of the company: maximising of long-term profit, showing the ability of the company's management in successful usage of all available means compared to its rival companies, in order to achieve maximum profit. Ability to bring profit, on the other hand, presents qualitative, spending and money related currency of the company.

For measuring and showing the profitability and rentability, economical practice uses the following indicators:¹⁰ income rate from sales stop = profit/income; income rate for total capital = profit/total capital; income rate on the own capital = profit minus tax/own capital.

Mentioned rates of income are shown in bruto and neto amount, so for bruto the category of profit is taken showed in bruto balance profit enlarged for neto financing expenses, and in neto expression the category of profit is expressed as neto gain, while incomes are shown in the height of sale income, and capital in average annual investments.

Enlargement of rate of income from selling products/services with function as management to maximise profit increasing regular incomes, controlling expenses and with the policy of achieving possible selling prices of done and disparity of selling and buying prices.

Confronting the income rate with the total capital with interest rate on landed capital you get the real picture of attraction or refusal of landed capital, so as long as the income rate on total capital is higher than interest on landed capital, until they are equal, there are bigger interest rates on capital being directed towards profitable business, rather than lending. The opposite direction of income rates of the total and own capital and interest rates of the market means: loss of solvency of own capital and growth of untrust towards the debtor.

3.3. Liquidity and solvency evaluation

Bond between liquidity and safety principals has been developed from the principal protecting creditors established in market the law. This, in other words, means that insufficient own capital, devastated by inadequate financing and non-profitability, leads to: landed capital's insecure pay off and inability to pay off coming obligations, which is the request of liquidity, because security is long-term liquidity.¹¹

With liquidity it is established and made stronger, or stopped, business financial partnership in market economy, that is, stronger and more profound trust and security of creditor and supplier about credit and business ability of debtor.¹²

Term liquidity is related to company's ability to pay off – paying current arriving obligations on time and completely and expresses maintaining of short-term financial balance between payment of a debt, influx of money and pay away of payable obligations.

According to previous stated liquidity is seen as it follows:

- effective liquidity = money + short term demands + short term placements/short term obligations (sources of means) and
- prosperous (future) liquidity = circular means/short term obligations (sources of means).

Indicators (efficient) liquidity in the expert literature is known as "quick ratio" or "acid test ratio" and is considered good if it keeps the relation between numerator and denominator 1:1. Because of its importance this indicator of efficient liquidity is shown in many variants: temporary liquidity, accelerated liquidity, current liquidity.¹³

Indicator of prosperous liquidity in expert literature known as "current ratio" or "bankers ratio" and normal relation is 2:1 and more, and points out the relation between supplies and nominal active and convertability speed of less liquidative means.

⁹ Ibid.

¹⁰ Ibid.

¹¹ Dr m. J. Ranković; Repetitorijum o fin. položaju i kred. sposobnosti preduzeća, Proinkom, Bgd., str. 11.

¹² Dr S. Dohčević i dr Đ. Malešević; Sistem analize poslovanja i informisanje u preduzeću, Bgd., str. 328.

¹³ Prof. dr B. B. Prokopović; Finansijski menadžment (III izdanje), Proinkom, Beograd, 2007. str. 314.

Balanced relations in liquidity indicators are not absolutely perfect, so it is rightly believed that it facilitates coordination of money current, which makes even the creditors more ready to help such a company by allowing it a loan.

3.4. Evaluation of credit risk

Analysis of applicant's credit ability always gives importance to inquiring and evaluation of its readiness to pay away credit under conditions from the contract with creditor.¹⁴

The aim of the analysis is to discover factors of credit risks, with using so called 5C methods including factors analysis as it follows:¹⁵ capacity - pay away possibility; character – willingness to pay away; capital – debtor's property; pledges – security; and conditions in the environment.

Capacity of obligation (capacity) is starting and the most important factor, because dealing with a company's ability to pay away the debt (with interest rate) from expected gain about term.

Character (character) represents examination and evaluation of how reliable existence and wish of debtor's management to pay away in deadline.

Capital of the debtor (capital) is neto property of the owner representing solvency reserve – upper limit of credit amount and a guarantee for safe pay away of the loan.

Pledge (collateral) is a condition for credit and serves as its cover until paid away.

Conditions in the environment (conditions) refer to all macro economical and institutional changes from influence on business efficiency and ability for credit pay away on time.

4. COMPANY'S FINANCIAL POSITION

Very often, company's financial position is seen through financial balance and debt, that is financial independence and financial structure of capital.

Indicators received with the analysis method of financial debt/independence are based on vertical rules of financing and are shown in relations, as it follows:¹⁶

- own/borrowed capital, or long term /own capital; and
- short term/long term capital, or long term/short term capital.

While first relation represents ownership over capital; (the first variant, showing financial independence rate, and the second financial debt, other indicating more/less financial load of the company and terms of coming obligations and debt.

Unless debt is evaluated according to debt safety, then the relation of own and lendend capital is important for the creditor, as well as dominance of own over lendend capital. However, financial independence of the company lessens in the amount the amount of loss is closer to own capital. While evaluating credit solvency, creditors are for the company with better relation of own over lendend capital.

It is typical and necessary for the companies with high organic content of means to direct structures of capital in own favour. Prevailing of long term over short term in lendend capital structure, makes financing elastic and lessens debt burden of the company.

Financial balance of the company is presented in covering of appropriate positions of active by adequate financial sources. Indicators are in the following relations:¹⁷ own capital/basic means; own capital + long term reservations + long term debts/permanent means + permanent supplies; circular means/short term obligations; and circular means/short term obligations.

The first two indicators clearly show long term, the others are seen as short term financial balance.

5. SOLVENCY OF THE COMPANY AS A WHOLE

Realising the term company's solvency shows it's wider permeating of solvency components in general, completely describing company's solvency, and, therefore its evaluation. As solvency components we observe

¹⁴ G. autora; Ocena boniteta preduzeća, Privredni pregled, Beograd, 1991. str. 73. do 141.

¹⁵ Dr Đ. Malešević; Ibid.

¹⁶ Prof. dr B. B. Prokopović; Ibid, str. 358.

¹⁷ Ibid.

the following:¹⁸ management ability and staff structure; technical–technological ability and update; business connections, developing possibilities; and business reputation.

Management ability and staff structure is component of company's solvency, evaluated through manager engagement, cooperatives and other staff ready to create new ideas and solutions, ready to adopt new knowledges and skills, investments and creations.

Technical – technological ability and update evaluate the technology and availability of working capacity.

Business connection reflects stable financial relations with the environment (banks, market of money and capital). Evaluation of those relations is expressed by degree of financial connection and stability of business affairs.

Also developmental possibilities are important component of company's solvency, characterised by: creativity of staff, innovations in products/services, therefore flexible program.

Business reputation – goodwill is a company's solvency component, presupposing evaluation: presence on local and foreign market, export expansion, company's tradition and recognizable brands of products/services, microlocation and similar.

Thus stated components of company's solvency and given evaluation criteria, economical indicators by which values of components are qualified and measures of solvency evaluation are defined, and evaluation is done in the following way:¹⁹

$$\text{Evaluation} = \text{all criteria/number of evaluation criteria}$$

Evaluation we get expresses the measure of company's solvency compared to companies of: medium; best; and worst solvency from business activity, or concurrents.

For each criteria of a specific solvency components more indicators are defined, so since they differ, it is recommended one ranging treatment.

5.1. Concluding inspection

When talking about solvency we have in mind all positive characteristics together from evaluation of the whole and segments of business economy. Since companies in our economy practice are in the process of organisational and property transformation, so the economy literature is very poor in works dealing with this issue, company's solvency subject is becoming very important, especially if having in mind modern business practice which also give it great attention.

Otherwise, efforts of knowing and price postulating and content of company's solvency are directed to financial aspect, that is credit solvency. Such way of inspection does not understates evaluation as a subject of evaluation of company's solvency as a whole. Creditors are specially interested in debtor's credit solvency, so they, according to knowledge of that, define their behaviour. Credit solvency wide opens way of money and capital market. Company's solvency gives, apart from approach to financial markets, safer penetration on market of goods because: better quality of products/services, lessening expenses and appropriate varieties of goods becoming more concurrent.

Company's solvency is long and hard process, and it could easily be lost. Its achievement and maintenance is contributed most by successful management and its motivation. But, also methodologically regular evaluation is in the function of its long term maintenance.

REFERENCES

- [1] Vujaklija, M., Leksikon str. reči i izraza, Bgd, i Ekonomski leksikon, Beograd.
- [2] Kralicek, P, Kennzahlen fur Geschäftsführer, Ueberreuter, Wien, 1989.
- [3] Schatt, G, Kennzahlen, Forkel, Wiesbaden, 1988.
- [4] Der grosse Brodshaus III, Leipzicg, 1929.
- [5] Gablers, Wirtschafts – Leksikon I, Wiesbaden, 1958.
- [6] Tepšić, Ekon. anal. finans. strukture pred, Računovodstvo i finansi-je, br. 5/81.
- [7] Malešević, Đ., Analiza boniteta preduzeća, IV simp.u B. Vrućica SRRS, 2000.
- [8] Ranković, J.M., Repetit.. o fin. pol. i kred. spos.i pred., Proinkom, Bgd. 2005.
- [9] Dohčević, S., Malešević, Đ., Sistem anal. Posl. i inform. u pred, Bgd, 1998.
- [10] Prokopović, B.B., Finansijski menadžment (III izd.), Proinkom, Bgd. 2007.

¹⁸ Dr Đ. Malešević; Ibid.

¹⁹ Ibid.

APPLICATION OF THE BSC MODEL IN THE MANAGEMENT DECISION-MAKING

Radonjić Gordana

Doboj, Bosnia and Herzegovina

***Summary:** Company, during its business, is going through a number of changes. There for, the business environment in which company in these days exists and operates is complex, dynamic and dangerous. Changes are creating completely new business ambient so called the ambient of future, in which only those companies, with a top management able to notice threats and pressure from environment and to take chances and achieve success, can survive. Top management has a roll of an initiator in activities of adaptation and development of new business technology. Activities of adaptation involve actions directed towards improvement of business efficiency and flexibility of company, an improvement of product quality, changes in organizational structure and application of a certain performances management system. Measuring performances becomes a key factor of successful implementation of company's strategy, its development and survival in new economy.*

***Key words:** Performances, company, top management, business ambient, control.*

1. INTRODUCTION

A powerful development of the world economy, globalization of world market, expansive development of informational technologies and appearance of highly sophisticated technology makes the business environment in which companies exists today is becoming very complex. This is the time of larger and larger rush and chaos in a lifetime of companies, this is the time of changes. The changes are those who require their constant monitoring and adjustment, they are those that create completely new business environment in which companies can exist only if their top management has the ability to timely observe changes and formulate the adaptation strategy.

Top management is the initiator of activities of adjusting and formulating the new business philosophy. Those activities involve actions directed towards improvement of business efficiency and effectiveness, flexibility of the company and application of certain performances measurement systems. Measuring of performances implies the application of a wide range of measures and instruments that enable the possibility, through the influence of the relationship between investment and results, of achieving as higher quality of economy as possible. The objective of measuring performances is to provide top management the ability to see its company more clearly and to see perspectives in order to bring adequate strategic decisions.

Balanced Scorecard became an efficient tool in trying to recognize untouchable values, to describe them and turn them into real values for all company's stakeholders. It can be used as a process which gives company the ability to implement business strategy. The meaning of using this method as manager's tool is not adjustment of certain group of measurements by copying metrics from some list, but from the existing one. The idea is to examine each of components (relations and management of perspectives) and consider in which way they can be connected to strategy, just as its own connecting which will provide support for significant and constant initiatives for improvement and evaluation.

Balanced Scorecard is a guide of the company and its purpose is promoting priorities determined in the process of strategic planning. Since it has roots in process views in organization of the company, it can, in a

fast and simple way, through the process pyramid, be involved from corporate level to teams and individuals that provides realization of strategy.

2. MEASURING THE SUCCESS OF COMPANY PERFORMANCE

Modern business means constant monitoring and measurement of business performance. All measures for determining of company's success can be divided on traditional and modern.

2.1. Traditional systems of measuring performances

Traditional measures of performance represented and still represent a very important tool in the evaluation of effectiveness and control of the company. These measures are related to¹:

- Sales and market share,
- Return on investment and return on assets,
- Net profit and
- Yield per share.

The application of these traditional measures of financial performance over a longer period of time showed certain disadvantages and limitations which are above all related to neglecting requests of customers, lack of strategic focus, unclarity of relationships between measures of activities of strategic objectives, as a number of many other effects that are often characterized as a very exhausting for the company and its top management. The problem of the traditional measures based on financial indicators is that they do not take into account the intangible value contained in the knowledge which can, in a great measure, increase the market value of company. The problem is also an excessive orientation to profit as the sole indicator of success which brings top management of company in the position of continuing struggle to increase wages.

2.2. Modern systems of measuring performances

Globalization and information society era led to a series of changes and innovations in business of companies and in systems of measuring its performances. Today, more and more modern systems for measuring performance are becoming important and the BCS method is among them.

New market strategies, reducing the profitability of new technology, redesigning of business processes and focusing on so called 3C model (customers, competitors and change) have caused the development of new systems of measurement like: Economic Value Added – EVA, Balanced Scorecard (BSC model of Norton and Kaplan), the framework for measuring business performance of European Federation for Quality Management (EFQM), Business Excellence Model (BEM), Baldrige – American National Quality Award (Malcolm Baldrige Framework). By combining some of this models, we came to hybrid models for measuring performances like the model which presents an integration of BCS and EVA model, or Dynamic multi-dimensional framework for measuring performance which is a result of combination of BSC and the model of Dimension of performances. The essence of all the above mentioned models is to help the top management in creating and maintenance of financially healthy and competitive companies capable of survivor in conditions of constant turbulences and changes in the market.

3. THE CONCEPT OF BALANCED INDICATORS OF BUSINESS - BALANCED SCORECARD (BSC) MODEL

The concept of balanced indicators of business was presented for the first time in the Harvard Business Review as a joint work of Roberta Kaplan and David Norton. The concept was the result of many years research project *Measuring the performances of the future organization* realized in a 12 different companies (General Electric, Du Pont, Bell South, CIGNA, Conner Periphetals, Hewlett-Packard, Shell Canada, Apple Computer, Cray Research, Advanced Micro Devices, American Standard and Electronic Data Systems). The precursor of this model have been reports of measurement applied to General Electric and the Table de Bord - *Table of performance measures*, work of one French engineer from the beginning of the 20th century. BSC model has been, in its time, declared for most inventive manager's model by Harvard Business Review.

¹ R. Kaplan, D. Norton, *The Balanced Scorecard: Translating Strategy into Action*, Harvard Business School Press, Boston, Massachusetts, 1996.str.79.

BSC model is a form of strategic planning and management systems in profit and non-profit sectors, with a goal to adapt the vision and strategy of the organization, improving external and internal communication as well as monitoring performance of strategic objectives. BSC is described as a set of measures that gives top managers a fast but comprehensive view of business. BSC model is based on combination of traditional financial measures with nonfinancial measures through investing in customers, distributors, employees, innovation and technology.

This concept presents a system of strategic management who provides identification of vision, creating strategies and its implementation in action. Top management thereby has, as a goal, to stimulate new ideas and approaches and to direct all available resources on realization of strategy. BSC model becomes a favourite tool of managers because it gives them the ability of real evaluation of the strength and value of the company.

The model itself has experienced significant changes during its popularization in the 90-ties. At the beginning conceived as a system for measuring performance, it evolved in the strategic management system. BSC model provides a balance of financial and nonfinancial performance measures through:

- Balance between external measures related to shareholders and customers, and internal measures related to business processes and learning and development inside the company,
- Balance between measures of the results achieved and measures of future performances and
- Balance between objective (quantitative) and subjective measures of success (qualitative) criteria.
- Model of balanced indicators directs knowledge, ability and energy of people to achieving determined strategic goals. In that successful implementation of the strategy implies²:

Defining the strategy and allocation of tasks. The role of top management is reduced, not only on defining a clear strategic vision, but also in its approach to all employees and allocation of responsibilities and powers in relation to its implementation.

Defining measurable goals and those who can be achieved. What can not be measured, we can not even study.

Optimization of internal processes to successfully support strategies.

Providing continuous improvement of the strategic action. With feedback on the results of the implementation strategy, top management may adjust performance strategies or even change the strategy itself.

3.1. Contest of the BCS model

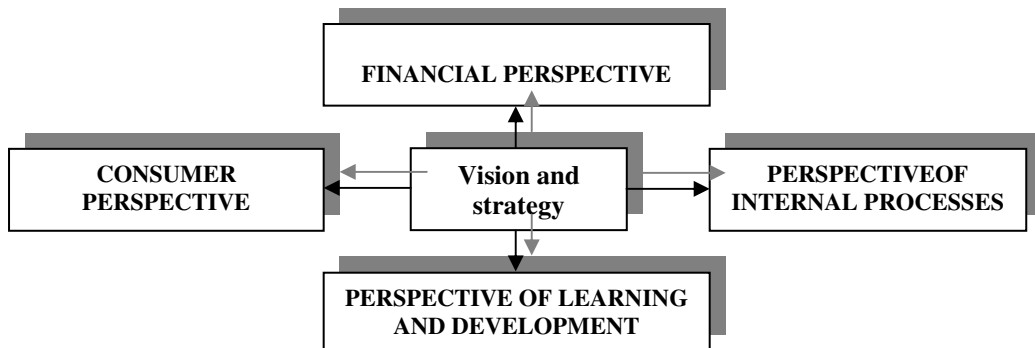
BSC as a concept implies a certain performance measures arising from the vision and strategy of the company. Target performance measures are defined from four perspectives³:

- Financial perspective,
- Consumer perspective,
- Perspective of internal business processes and
- Perspective of learning and development.

The core of the four perspectives is actually a vision and strategy of the organization. Vision and strategy are the cornerstones of the organization. They define why the organization exists and what it wants to become. This concept of balanced indicators of the business system allows top management process of continuous improvement of business results by which it becomes nerve center of the company. The model is described in following way:

² P. Niven; Balanced Scorecard Step-by-Step, J. Wiley & Sons, str.209.

³ R. Kaplan, D. Norton, Having Trouble With Your Strategy? Then Map It! Harvard Business Review, September – October 2000.str.409.



Picture 1: Balanced Scorecard model

Inside every image it is important to define next⁴:

- Strategic objectives - what can be achieved in the future with this strategy,
- Measures - how we will measure the specific objectives, goals – target values of each performance and
- Initiatives - what will be done in order to achieve the objectives?

Constructed in this way, BCS was the basic for formulating *strategic maps* – framework for defining strategy and its application in concrete results. During time, BSC model is continuously developed and upgraded which makes it a powerful tool for conducting corporate strategies.

4. APPLICATION OF THE BSC MODEL

Traditional methods of measuring performance were based on financial reports which recorded and measured the completion of business events, while the BSC model puts together financial and nonfinancial indicators and it is, in that way, becoming the favourite tool of modern managers. BSC model is a wide application in a number of companies around the world, regardless of their size, structure, activity, sector in which they belong.

In fact, this model is primarily associated with large companies because application of the BCS model showed significant advantages in terms of achieving teamwork, management, better communication and better measuring of performances. Practice has shown that the application of the BSC model can be extremely useful in small and medium companies. This model allows the company more success in defining a strategy, alignment of strategy with the requirements of the organization, implementation of the same, development of organizational culture and awareness of employees about the need for adjustment to changes which appears. Often, BSC model is compared with an airplane and its dashboard. In this case, the company is the plane, and the BSC model is the dashboard. Would you sit in an airplane with an experienced pilot who has only to gauge the speed of movement? Not, for sure. But many managers sit in the company controlled only by financial indicators. What the final income could be? You know the answer. To avoid this you should take the most modern and safe plane, or use the BSC model, the best control instrument for successful flying (business).

BSC model is used by numerous world corporations like Hilton hotels, AT&T (telecommunications), Mobil (oil industry), Siemens and Ericsson (electronic industry) just as many commercial and national banks. It is interesting that the large multinational company Continental (Rubber & Electrical) prescribed the use of the BSC model in all of their 200 enterprises worldwide in order to optimize decision-making in the light of maintaining a stable competitive position.

BSC model can often be modified when it comes to adjusting to certain situations. An example for this is the ABB SWEDEN who uses the BSC model of five perspectives called the EVITA. BSC in this case has next perspectives: financial, consumer, perspective of processes and distributors, perspective of innovation and development and perspective of employees. For BSC well known companies Whirlpool Europe there are only three perspectives: financial, consumer and perspective of employees. The third world manufacturer of diamonds and other luxury merchandise Bulgaria has developed the Imaginator Scorecard Compass which has also three perspectives: consumer, organizational and process perspective. BSC models find its application in organizations of public sector and nonprofit able organizations. Examples are the city of

⁴J. Burch, Cost and Management Accounting – A Modern Approach, West Publishing Co., Saint Paul, 1994.str.93.

Charlotte (USA), Ministry of defence (USA), Ministry of energetic (USA), Canadian police, University California in San Diego, Duke Childrens Hospital, Montefiore Hospital etc.

Also, in these cases, the modification and the adjustment of the BSC model was needed. It is understandable that the most common use of the BSC model is where it is originated. However, expansion is evident in its implementation in other parts of the world and even in countries in transition. When we are talking about EX YU space, in Croatia a 10% of companies started the use of the BSC methodology. Among the first with its implementation were the Podravka company, Ericsson Nikola Tesla, Auto Zubak, Coca Cola, Pliva. Pliva Zagreb has won the Hall of Fame award in 2002 which is dedicated to a company with the best implementation of the BSC concept. Thanks to application of this model, this company managed to improve the sales of their new products and increase its share on international market. BSC model is also applied by Telecom Slovenia.

When it comes to Serbia, application of BSC methodology implies the previous preparation of terrain, which is related to leaving the old system of thinking and business, a process of transformation of old systems and their incorporation in the system of new, market oriented economy which is globally concurrent. Pioneers in applications of this Concept of balanced indicators are Hemofarm, Tigar Pirot, Com Trade.

Hemofarm had success in application of this model by providing a strong and stable position based on application of new strategies globally. Tigar Pirot entered the BSC model application to raise control of business and risk protection on higher level and in that way made better conditions for processes of strategic planning and making decisions in the company. The BSC model is also applied in Tigar Holding and companies: Tigar footwear, Tigar chemicals, Tigar trade and Tigar technical rubber. Application of the BSC model provided satisfied customers, employees and shareholders for this company, as well as the good position on international market. Basic objective of the BSC model application in Com Trade was the possibility of successful strategic managing of 20 companies.

5. CONCLUSION

An effective system of performance measurement is the system which represents a set of financial and nonfinancial measures that will provide managers with the ability to face a large number of activities in process of economy and their complexity, so they will timely and properly focus on key factors of business success.

Traditional financial indicators of success give information about results of the company from the past, but they are not well adjusted for predicting of future performances and implementation and control of strategic plan of company. By studying perspectives managers can now more efficiently and effectively organize the company and ensure adequate performance measurement process. Thus, balancing map is a key tool used by top managers in processes of strategic management and basics of control management. Namely, the balanced model means "balance" between:

- Short-term and long-term goals,
- Financial and nonfinancial measures,
- Relation between different indicators and
- Performances of internal and external efficiency.
- We can conclude that the BSC model of measuring performances is more than just a group of measures used for identification of problems. It is a system that integrates a limited number of key performances (15-20) in the process of formulating strategy.

REFERENCES

- [1] Burch, J., Cost and Management Accounting – A Modern Approach, West Publishing Co., Saint Paul, 1994.
- [2] Kaplan, R., Norton, D., Having Trouble With Your Strategy? Then Map It! Harvard Business Review, September – October 2000.
- [3] Kaplan, R., Norton, D., The Balanced Scorecard: Translating Strategy into Action, Harvard Business School Press, Boston, Massachusetts, 1996.
- [4] Kaplan, R., Norton, D., The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, Harvard Business School Press, Boston, 2001.
- [5] Niven, P., Balanced Scorecard Step-by-Step, J. Wiley & Sons
- [6] www.valuebasedmanagement.net/methods_strategy_maps_strategic_communication.html
- [7] www.skymark.com/resources/methods/balancedscorecard.asp
- [8] www.bellisjoneshill.co.uk/balanced_scorecard/index.htm
- [9] www.army.mil/armybtkc/enablers/pm/ibp_il.htm
- [10] www.ekapija.com/website/sr/page/197577

APPLYING COMPETITIVE INTELLIGENCE AS A MEANS OF MANAGING CHANGES AND RISKS IN GLOBAL ENVIRONMENT

Radun Viktor¹, Jarić Dušan², Ćurčić Radmila³

¹ Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,
viktor.radun@fit.edu.rs

² Univerzitet u Novom Sadu, Prirodno-matematički fakultet, Novi Sad, Serbia, jaricdusan@eunet.rs

³ NIS Naftagas, Novi Sad, Serbia

***Summary:** This paper describes the possibility of applying Competitive Intelligence methodology as a means of predicting and managing changes and risks in terms of global environment. Competitive Intelligence (CI) is a relatively new strategic concept and methodology of managing competition and analyzing competitive environment. The role of CI becomes critical in turbulent global environment. CI is based on scanning competitive environment, gathering, processing and analyzing key indicators and information of changes and continual communication with the environment. The effectiveness of CI as a concept of managing changes and risks lays in its connection to the competitive strategy of the company that applies it.*

***Key words:** Competitive Intelligence, competitive environment, competitiveness, competitive strategy, competitive early warning system, changes and risks.*

1. INTRODUCTION

In the modern, global, hypercompetitive environment, organizations face many problems and challenges. The main challenge is: *how to do business in terms of turbulent, rapid-changing setting?* The success within such circumstances requires ability to anticipate change and to stay in continual state of alertness.

In today's business environment, change is a dominant feature. Dealing with change is the crucial duty of managers. But, now the question is: *'how to manage change, when the change becomes the essential way of global economy functioning?'*

The current global financial crisis, in the form of crash of modern global financial system, built on the neo-liberal economic paradigm, proves that the constant uncertainty and crisis are the main properties that determine global business.

Considering these circumstances, doing business globally requires some means of predicting and controlling danger and surprise. This regards relations between organization and environment, in a way that the organization has to be in continual touch with the ever-changing external environment. The strategy, especially in such uncertain setting, is increasingly important.

There is a relatively new management tool, designed for analysing external environment, primarily competitive, assessing opportunities and threats for the organization involved, and anticipating business trends and tendencies. This tool is Competitive Intelligence (CI). The role of CI becomes critical in turbulent global environment. It can be used as strategic and analytical management tool, aimed at anticipating changes and surprises, solving the conflicts and attaining competitive advantage.

2. CHANGES AND DEFINING COMPETITIVENESS IN TERMS OF GLOBALIZATION

The process of globalization, as dominant force, is reshaping today's economy, as well as all other aspects of society, increasing complexity, interdependence and uncertainty. The changes become fast, radical and unpredictable. The globalization has revolutionarily changed the market and the competition landscape.

In spite of the fact that there are different perceptions of the nature and the course of globalization, it is commonly agreed that it is a universal phenomenon. The current global financial and economic crisis, the way of its exploding and the volume of its effects on many aspects of economic and social aspects, in both developed and developing countries, is the proof that our world is truly one and tiny.

Change is the core of management. Managers deal with change on regular basis. Management is, by definition, the science and art of managing changes in the external and internal environment. The strategy and strategic management has risen as an effective tool for managing changes in the environment, considering the relations between the organization and its competitors.

The changes in global environment establish new requirements to the companies that strive to enter and persist in the competition (or the game) with other participants.

The companies, if they want to stay competitive, must be able to perceive and anticipate the trends of the market movements in the future, not to "stay stuck" in the present, self-satisfied with their own success and leadership in the existent market. "There's no such thing as "sustaining" leadership; it must be reinvented again and again." [1]

There is no consensus to the question of clear defining what competitiveness is. There are distinctive views on the concept of competitiveness that perceive it from different aspects and within different methodological approaches, which result in its diverse definitions. Some researchers consider it as a measure of success, and others determine it as a synthetic result of business activities. In the literature, most often it is divided into micro and macro competitiveness.

The term competitiveness is connected to business success of some business entity, be it some particular company, group of companies, industry or national economy. Among the main indicators of the business success, two are regarded critical: market share, which is a static indicator, and change of market share in time unit, which is a dynamic indicator. It is important to point out that the market share and the changes in that share make a synthetic expression of total business, which is composed of not only the result of real productivity, efficiency and effectivity, but also of total terms of business and influence of non-economic factors (governmental interventions, political, social conditions, Force Majeur et al.), so that the market share and its dynamics can be understood as an indirect result of business and a measure of success.

The globalization and rapid technological changes have caused radical changes in understanding competitiveness.

In the global economy of the 21 century, the boundaries between domestic, i.e. national and international market, economy and company disappear. In a sense, we cannot make some strict division into domestic and international competitiveness. Each company confronts a wide scope of different competitors, both in „its own“, nationally limited market and in the markets out of nationally limited economy, throughout the world. Now, the origin of that competitors is not so clear, so that there is just a few „pure“ national companies and their products.

One of the fundamental changes of competitiveness in global environment is that now the competitiveness is more related to companies, which more and more become the critical factor and the basic motor of the world economic courses, replacing formerly regarded role of the state, i.e. the national economy.

Today companies tend to globalize their total business, which implies their striving to be presented in the global market. New technologies, especially the domination of Internet, as a leading key virtual highway, communication network and global market, made it possible even for small and medium companies to realize their presence in the international scene. Instead of limited and channelled type of international exchange, specific for the former pre-globalized period, in this globalization era the market is becoming completely *free*, which enables global exchange of goods, services, capital and individuals, using the famous principle: *think global, act local*.

The huge TNC's, thanks to their enormous potential in capital and human resources, form networks of their own products and services worldwide, even in the most distant ends, and in that way they reabsorb in national economies, imposing themselves as powerful factor that can influence the consumers, as well as the total economy and policy of other countries. Their products have the constant image and the standardized quality, that bear recognizable features, but at the same time they are result of the raw materials, resources and efforts of the labour force from the local area. Although not so much as for the TNC's, the global market also offers a variety of possibilities for individual entrepreneurship, for small and medium enterprises, that use benefits of the communication and Internet technologies for winning and penetration in new markets, which earlier were not so accessible for them because of their location.

Since we are aware of all these changes, we will try to give our own determination of the global competitiveness. In general, we understand competitiveness first of all as a matter of single company, as a specific economic subject, and that as a function and result of total investment, which in its final concept provides acquiring and maintaining lasting, that is sustainable competitive advantage in relevant markets, i.e. markets in which certain company appears. In that sense, the competitiveness can be defined as *an ultimate resultant of all efforts, costs and investment in total accessible resources, capabilities and core competences in one company, which in their operation contribute to such increase in key parameters of success (profitability, productivity of the factors of production, percentage of market share...) that in its totality provides acquiring sustainable competitive advantage, i.e. its maintaining in front of its actual and potential competitors in a rather long period in the relevant markets.* [2]

One of fundamental changes in the approach to the competitiveness and leadership, if one strives to the best, is the *imperative* that one should not only expect changes in industry (branch) and simply react, by organizational transformation, but go ahead and before the changes in the industry, thereby influencing industrial changes, redesigning the industry itself and its structure, and reinventing the very business and competitive strategy.

In order to be more competitive, the companies should be *different*, not *better*. “A company surrenders tomorrow’s business when it gets better without getting different.” [3]

In addition to these fore mentioned changes, it is also important to mention one more outstanding change. The increasing role and use of knowledge in the global economy also changes the very concept of competitiveness and its understanding. With the increased complexity of the environment, in which new factors differentiate and the role of the existant ones gets stronger, with the explosion of new companies, many of them being small and medium, with the extending and expanding network of TNC-s even in the “most distant” (not only in geographical, but also in a political and ideological sense) areas of the world, new challenges and new market dynamics arise. Environment in its totality becomes “*intelligent*”.

The environment puts new, more complex requirements to the companies. The companies do not have simple task any more: to fight mercilessly for each inch of the market, not being afraid to squeeze out or crush their competitors, not worried about anything else except for acquiring more and more profit. The consumers, as focal point and target group, change their choice and interests, becoming more sensible and refined.

Requirements for quality of the products and services, globally established standards, environment protection, and many other factors, make the relationships between market actors more complicated. Therefore, the “war” among competitors gets new forms, from which the processes of fusion of two or more equally powerful companies or acquisition (purchase) of the weaker companies (known as Mergers and Acquisitions – M&A) are distinguished. In such circumstances, CI recognizes itself as a natural respond of the companies. On intelligent challenges coming from the environment, one must respond with intelligent resources.

The new characteristics of the competitive landscape and new changes in requirements that are being established for the companies which tend to attain competitive advantage in global market can be summarised in these points:

- **To attain better quality of products and services;**
- **To listen to changes in the consumer requirements;**
- **To be different, not only better;**
- **To satisfy environmental requirements;**
- **To anticipate changes in the environment;**
- **To reinvent one's own strategy and leadership;**
- **To satisfy needs of the intelligent market.**

3. COMPETITIVE INTELLIGENCE AS A MEANS OF MANAGING COMPETITIVE ENVIRONMENT

In turbulent conditions of global and intelligent market and competitive landscape, the need for tracking activities of competition and comparing market position of the native company with its competitors is more and more acute. This is being done with the purpose of being participating on equal basis in the competitive race, seeking to acquire the biggest possible part of the market pie, attaining the ultimate business goal of each company – profit maximization.

Knowing movements and anticipating future potential shifts of direct competitors is crucial for survival of the company in the market. It is a need to find adequate scientific methodology for searching and analysis of data and information on competitor movements and characteristics, that would result in implementation of the mentioned results in managing the company.

Competitive Intelligence or CI is relatively new management concept, designed in 1980s, as an expression of a need to know, anticipate and control activities in competitive environment of the company. What is really new in the CI concept, regards first of all its ethical and legal dimension, which is crucial for its distinction from the illegal and unethical techniques and methods of tracing and research competition, known in practice as economic or industrial espionage. CI is strategic set of methods and techniques (scenario method, war-gaming, competitive profiling, SWOT, benchmarking, etc.) with a purpose of collecting, analysing and producing knowledge about competitors' position and actions. Hence, CI serves to management of organization as a powerful strategic tool for tracking its competition.

Competitive Intelligence can be fully defined as "certain strategic and competitive concept, which includes application of adequate methods, techniques and tools, as a whole and continually, used by one or more companies, that enable collecting, processing and analysing information and knowledge on characteristics and movements of competitors, tracing and predicting their future activities, with the purpose of designing and implementing one's own competitive strategy, in order to attain sustaining competitive advantage and improve its own competitive position in compare with direct and potential competitors in the environment."[4]

This definition implies the following conclusions: a) CI is a strategic concept; b) CI comprises set of different methods, techniques and tools, applied integrally and continually; c) CI is ethical and legal concept and d) CI is external Knowledge Management (KM) system, as it serves to the top management as means of analysis of the competitive environment, with the purpose of gathering, analyzing and producing knowledge about the position and movements of the competitors.

The CI process consists of several phases, which are interconnected in a cycle. It has the following phases (Figure 1):

- **Planning and Direction of CI**
- **Collecting information from environment**
- **Processing**
- **Analysis and Forecast**
- **Dissemination**

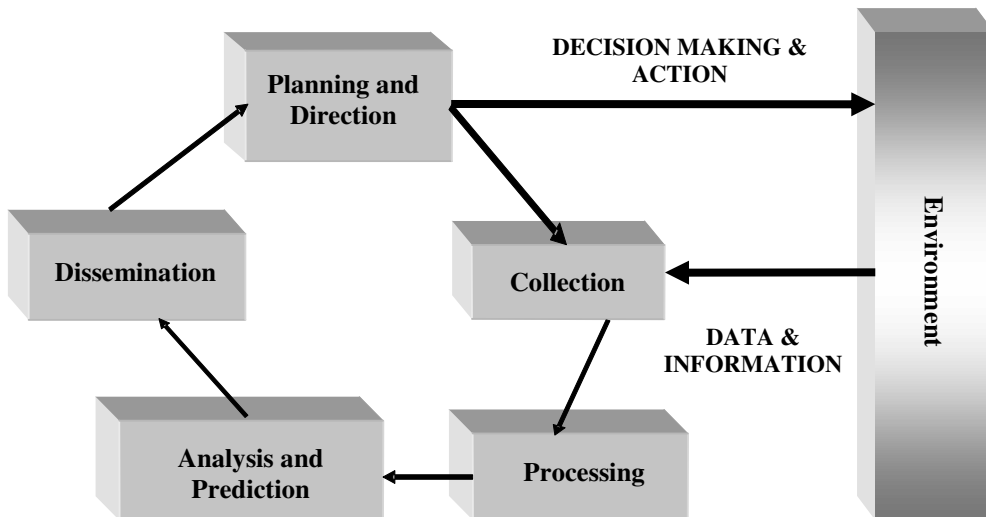


Figure 1: The phases of the CI process

CI advances from phase to phase in a continual cyclical process. The final product of this cyclical flow is the *intelligence*, which is, in fact, knowledge on competition, collected, processed, analysed in accordance with the strategic needs of the organization, and disseminated to its management. It is knowledge in action. CI is the application of this knowledge serving the organization's strategic needs. In order to respond to that needs, the organizations should be reorganized, implementing appropriate CI system and establishing CI team, which should manage and coordinate all the CI activities, in cooperation with the management.

The purpose of CI system development is to protect the organization from the risks and threats laying in the competitive environment. Therefore, it deals with competitive strategy and defining competitive position in the market. In other words, CI means “active factor in creating competitive and strategic access of the company to the market.” [5]

4. COMPETITIVE INTELLIGENCE AS THE BASIS OF COMPETITIVE EARLY WARNING SYSTEM

Since CI is defined as strategic tool intended to achieve organization’s competitiveness, it is focused at tracking and scanning competitive environment, striving to identify possible risks and threats for the organization. That is, the main purpose of implementing CI process into certain organization should be anticipating changes (that would be in form of risks or threats) in external environment, with the focus at competitors. In this way, the CI process may be applicated in a form of competitive early warning system (CEWS).

The role of CEWS is that it “sets the framework for a systematic process of gathering and analyzing data, based on several indicators defined by the organization and prepared after reviewing the different key actors in a specific environments. These indicators can prevent a business threat or provide a new opportunity to the company.” [6]

Ben Gilad suggested his model of CEWS, based on three interlocking steps, moving “continuously toward a better and better refinement of strategy as signs of risks, as well as opportunities, appear.” [7] The three steps in CEWS (Figure 2) begin with identifying broad areas of strategic risks and opportunities, then go on through monitoring for early signs, and finish with inducing management action. Each step is of crucial importance.

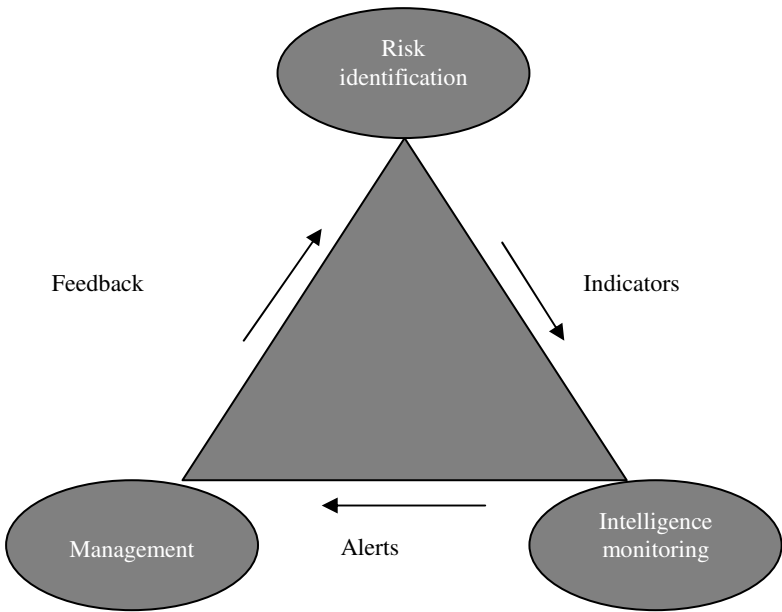


Figure 2: Model of Competitive Early Warning System

CEWS is described as a “powerful integration of competitive intelligence activities, strategic planning and management action in a systematic, seamless, organization wide effort to identify and address risk and opportunity early enough to make a difference in the future of the company.” [7]

In discussing changes, risks and threats from the external environment, B. Gilad stresses the need to develop organizational culture that has external focus – focused on changes in the external environment. He points out that managers mostly neglect the kind of risk that he calls “industry dissonance”.

This “industry dissonance” means the strategic risk stemming from the competitive environment. By strategic risk Gilad defines the risk that the strategy itself is misaligned with market conditions. CI is especially powerful when used as a tool for identifying strategic risks, as it is focused at tracking and analyzing actions

and intentions of competitors, based on continuous interactive communication between organization and environment. The main tasks of CI system within the CEWS model, are:

- **to identify possible risks.** Here the risk is understood as a kind of change that creates uncertainty. Uncertainty implies that future events can move in different directions, and it is unknown which are they.
- **to use certain indicators that can prove the existence of strategic risk.**
- **to gather, analyze and monitor significant changes in the competitive environment** that can suggest some crucial change in competitive position of the organization.
- **to send alerts to the management of the organization,** in order to assure them that some suitable action is required. This is a critical step, as the CI must present all key information, in a suitable way, to the management, so that the management will act urgently.

REFERENCES

- [1] Hamel, G., Prahalad, C.K., Competing for the Future. Boston: Harvard Business School Press, 1996. pp. 18.
- [2] Radun, V., Competitive intelligence as Response to New Competitiveness Requirements in Global Business Environment, Management, No. 34 (2004), pp. 54.
- [3] Hamel, G., Prahalad, C.K., Competing for the Future. Boston: Harvard Business School Press, 1996. pp. 17.
- [4] Radun, V., Konkurencija na nišanu – Konkurentski intelidžens. Beograd: Hesperiaedu, 2008. pp. 96.
- [5] Radun, V., Konkurencija na nišanu – Konkurentski intelidžens. Beograd: Hesperiaedu, 2008. pp. 104.
- [6] Comai, A., Early Warning Systems for Your Competitive Landscape, Competitive Intelligence, Vol. 10, Num. 3, May/June 2007. pp. 6.
- [7] Gilad, B., Early Warning, New York: AMACOM, 2004. pp.59.

VALUE CHAIN MANAGEMENT

Raspudić Mario

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

Summary: *In the current, highly competitive market environment, management of the organization in view of the value chain is a challenge. Strategic approach, to deliver to consumers what they want, certainly was successful in the past, but now it is not sufficient nor efficient nor effective. Organizations faced with dynamic global environment, requires new solutions. An imperative to understand the essence of how and why the market value, focused organizations to explore new approaches to strategic processes and a range of activities that follows it. The essence of value chain management has established a set of approaches that are used to efficiently integrate suppliers, manufacturers, warehouses, and retail stores, to produce and distribute goods in optimal amounts, to the right location at the right time, ultimately to minimize costs and ensure adequate and expected level of service. When organization opt for the value chain, they choose a clear vision of management that brings together, running and instill hope in a new business concept and cherish the real optimism of the employees to the new concept which is based on the application of innovative technologies which make the base for growth of organizational competitiveness and thus the stability of the acquisition, and more profit. In the scope of the value chain management, consumers are the ones who have absolute power. They are the ones who define what that value is and how it could be created and offered. Using a value chain management managers are actively looking for a winning combination that will offer consumers such a solution that really meets their needs in an effective manner and with the price which competition cannot realize.*

Key words: *supply, value chain, customer, management, organization*

1. CONCEPT OF THE VALUE CHAIN

To realize the value chain analysis it is necessary to consider the supply chain organization. Supply chain management (SCM) involves the coordination of all supply activities of an organization, from its suppliers through the production of goods and services, to delivery to customers.

According to the concept of value chain, the company determines chain of activities related to the function of transforming inputs into outputs valued by customers. Each of these activities adds value to product. Value chain has nine strategically relevant activities and five of them are primary (input logistics, production, output logistics, marketing and sales, and after sale services) and four of them are support activities (infrastructure of the companies, human resources management, technological development, and procurement). The aim of the concept of value chain analysis is that analyzing of all components is to determine existing and potential value on which the company can achieve their own competitive advantages.

Primary activities include functions such as receiving and storage of material inputs in manufacturing, process manufacturing, marketing and selling products and services after the sale. Thus, primary activities include the material flows during the process of production and marketing activities in the company. Competitive advantages based on these activities occur as a cost advantages or advantage of differentiation effect. That is possible to achieve when the enterprise realize the features that belong to the primary activities at lower costs compared to competitors, or offer better products or services, different from those offered by their competitors.

Support activities in the securities chain provide various forms of support for primary activities. These activities, such as planning, financing, training employees and their rewarding, product designing and manufacturing process, ensure smooth functioning of the primary activities. For example, management of material flows controls the process of transformation of various forms of material inputs in the value chain in the production and distribution. The effectiveness of these activities is measured by degree of contributions to lowering cost of the final product. For example, if the pace and amount of purchase inputs, either in production or in trade, in accordance with the time and production quantity needs ("just in time" system), with the elimination of stock work in progress, with minimal supplies of production for a known buyer (without holding stock of finished products), operational management of material flows contribute to lowering the cost in the best way.

While the goal of supply chain management is to reduce costs and increase the reproducibility of the organization, value chain management aims to create the greatest value for consumers. In fact, that indicates that both, the supply chain management and value-based supply chain management are oriented to efficiency. [2 p. 6]

In the scope of the value chain management, consumers are the ones who have absolute power. They are the ones who define what that value is and how it could be created and offered. Using a value chain management, managers are actively looking for a winning combination that will offer consumers such a solution that really meets their needs in an effective manner with price which competition cannot realize. [3 p. 38-48]

The objective of supply chain management is to create and implement the value chain strategy that meets and exceeds the needs and demands of consumers and ensure the full and unconditional integration of internal and external members of the chain. A well-designed value chain is one where the strings of players work together as a team, each adding one component of value - such as faster installation, precise information, better response and service to consumers, and so on - until the end of the process. [4 p. 1]

The high level of cooperation between participants in the chain means better solutions for the consumer. In that way, creating values for customers and satisfying their needs, requirements and expectations, it is realized the usefulness of all participants in the supply chain value.

2. VALUE CHAIN MANAGEMENT

In the current, highly competitive market environment, management of the organization in view of the value chain is a challenge. Strategic approach, to deliver to consumers what they want, certainly was successful in the past, but now it is not sufficient nor efficient nor effective.

Organizations faced with dynamic global environment, requires new solutions. An imperative to understand the essence of how and why the market value, focused organizations to explore new approaches to strategic processes and a range of activities that follows it. The essence of value chain management has established a set of approaches that are used to efficiently integrate suppliers, manufacturers, warehouses, and retail stores, to produce and distribute goods in optimal amounts, to the right location at the right time, ultimately to minimize costs and ensure adequate and expected level of service.

Coordination and collaboration are the first requirements of the value chain to achieve its goal, i.e., to respond to and to predict the needs and demands of consumers, and requires a comprehensive and functional coordination and collaboration between all members of the chain. Collaboration relations are not defined once and for all, they improve and develop themselves over time. The existence of flexibility in terms of who is doing what in the value chain are important steps in the construction of coordination and collaboration. Distribution of information and analysis requires open communication between different partners in the value chain. [5 pp. 41-43]

Technological investments Value chain management cannot be successful without significant investment in Information Technology. Profitability of investing in information technology is known to every organization; there is no doubt because they gain profit both, organization and its end users for goods and services - the consumers. An example of collaboration between Ford and the University of Michigan indicates its usefulness with a broader social significance, because in this way, they take care to preserve the human environment.

Organizational processes Managing value chain adjust organizational design by abandoning the traditional organizational schemes that are based on horizontal and vertical limits, joining the new modern solutions, which enable correlation of organizational processes and employees within the organization - primary activities of value chain with market demands. In other words, for value chain management, the old processes are no longer suitable.

In order to organizational processes fit the concept of value chain, managers need to assess all organizational processes, giving consideration to the essential competencies - basic organizational skills, capabilities, and resources.

Activities that do not add value should be eliminated. Questions such as "Where to balance the internal solutions to improve internal solutions of the materials and information flow" or "how to configure our product to satisfy the consumers and suppliers in a better way" or "how to improve consumer services", should be placed for each individual process. [2 p. 6]

We should not neglect necessary control measures and mechanisms for assessing the performance of all activities of the employees in the value chain. Bearing in mind that the objective of managing value chain is to meet the customers and satisfy their needs and desires, managers need to have better insight into the degree of success, and its dynamics of creating values and "success of the delivery that values to consumers." [6 p. 45]

Leadership For successful value chain management, responsible and cooperative leadership is necessary. Managers from the highest to the lowest organizational level have to support, encourage, and to ensure implementation of existing practices and value chain management. This kind of organizational environment or culture, where all efforts are focused on delivering maximum value to consumers, are not possible if the leaders in the organization do not take the responsibility seriously.

When organization opt for the value chain, they choose a clear vision of management that brings together, running and instill hope in a new business concept and cherish the real optimism of the employees to the new concept which is based on the application of innovative technologies which make the base for growth of organizational competitiveness and thus the stability of the acquisition, and more profit. "Ideally speaking, it should start with the vision or target declaration which expresses the organization's obligation to identify, capture, and deliver the highest possible value to consumers." [1 p. 497]

Human resources From the previous discussions about the theories of management, we know that the most expressed impact on the creation of added value has the function of human resources. Choosing the proper personnel, their training, and systems of rewarding, directly contribute to the efficiency of the primary functions in these people perform.

The organization cannot be imagined without its employees, if there were no employees then there would be no production of goods or services made - de facto, there would be no organized effort to meet the common and general goals, so it is obvious that employees have a specific and important role in the management of chain value. The organization must meet three basic requirements of human resources for managing value chain: first: a flexible approach to the job description, other: effective recruitment process and the third: the current and permanent education.

When it comes to first term - flexibility, it represents the key to designing of a position in managing value chain in an organization. This key also means abandoning the traditional functional roles of the job - such as marketing, sales, account reduction, services to customers - 'cause they are not adequate for a new strategy that is aimed to consistent inclusion of all employees in the management of value chain activities. Instead of traditional, job description must be conceived to be direct and to connect all the functions involved in creating and delivering values to consumers. Orientation must be such that each performed activity by employees contributes to creating the best and to deliver value to consumers.

Flexible job requires that an employee is effective. In order to be really effective, it must be part of a team that deals with the specific processes and whose members need to do different things at different times, depending on needs. In an environment where the customer delivers the best value by directing of collaborative relations, which again may be amended in accordance with the changing needs of consumers. We have already noted that for delivery of value there are no standardized processes or job descriptions, so the ability of employees to be flexible and cooperative, is the most important for the success. Introducing flexibility in the workplace also means that employees participate in simulations, games and other forms of training in order to realize the role of other jobs within their company. Knowledge requires that people become more open to adapting their own role when they are asked by the practice of value chain management. Managing organization has a particularly difficult task in the process of employment (hiring), which should be designed so it is possible to identify workers who have the ability to learn, and have the desire to continue learning and to transfer their knowledge to others, and when possess these qualities - their adjustment is a problem.

Finally, the need for new knowledge requires a significant investment in continuous training and existing training employees. The dynamic development of information technology obligates management of organization to consistent training employees, to learn how to improve the material during the entire course, how to identify activities that add value, how to accelerate successful adoption of a decision or how to improve any potential work activities. Managers must ensure that employees have the necessary knowledge

and tools (resources) to perform their tasks efficiently and effectively. This means that they must have adequate training opportunities.

Organizational culture and understanding. Understanding of organizational culture includes the exchange, collaboration, openness, flexibility, mutual respect and trust. In other words, everything that the value chain strategy contains, its implementation reflects to the organizational culture. Therefore, organizational culture does not apply exclusively to the internal partners of value chain, but much wider, which is very important for the organization, the wider external environment - the external partners of organizations.

This is a culture that rewards openness to new ideas, always striving toward innovations, raising the level of employee motivation, where the trust rule, mutual respect and credibility with an “open door” policy.

Such a culture is characterized by unity and fostering of cooperation, mutual confidence and security among their colleagues, and work on the continuous motivation of each employee in the company, respectively. Creating such a climate of belonging and loyalty is possible only through highlighted, clear vision and mission of the company that largely coincides with higher personal values of each employee, or at least most of them.

3. EFFECTS OF VALUE CHAIN MANAGEMENT

Successful value chain strategy requires significant investment of time, energy, and other resources. Figure 1 clearly illustrates the research results of manufacturers who have applied the value chain management and the effects-advantages they had of it. [6 p. 46]

Based on displayed data we should not doubt the usefulness of the value chain in all important parameters, ranging from sales and cost savings, increased product quality, delivery, and logistics to the effects of improving of consumer service for products and services.

This means that effective direction of supply chain may significantly improve customer service, eliminate surplus stocks in a given system, as well as to reduce the excessive costs that are consequences of the relations of certain, “network of companies”. Many manufacturers in the past have changed their management philosophy to cooperate with their supplies and updated functioning of their management (and supply chain management, too), and they consider that very important for business success and increased competitiveness.

Figure 1: Advantages value chain provides
 Researchers of the chain of values review indicate that the greatest benefits from sharing information with its partners have:

% of companies in good or very good chain		% of companies in weak chain	% of all companies
Increased sale	41%	14%	26%
Costs saving	62%	22%	40%
Increased market share	32%	12%	20%
Decreasing of stock	51%	18%	35%
Improved quality	60%	28%	39%
Increased delivery time	54%	27%	40%
Improved logistics management	43%	15%	27%
Improved consumer service	66%	22%	44%

Source: G. Taninecz, “Forging the Chain”, *Industry week*, May 15, 2000, p.44

4. BARRIERS IN VALUE CHAIN MANAGEMENT

Management value chain is a very common research topic with significant differences in interpretation, which points to its complexity. In all these studies, observed value chain management is a barrier. These are mainly organizational barriers, negative cultural understanding, assessment of own skills in making key decisions and rigidity of the organization members.

Organizational barriers. Among the most difficult barriers with which managers must face are the organizational barriers that include a refusal to exchange information, unpreparedness to changes of current state and in some cases and safety issues. Because of the lack of information, close coordination and collaboration is not possible. Refusal of employees to change the current situation can seriously jeopardize

efforts to manage the value chain in terms of preventing or significantly slowing down its successful implementation. Jeopardizing of the security and security system occurs in the information technology – on the Internet, those are all questions that organizations must seriously address.

Understanding of culture. Obstacles to manage the value chain in terms of understanding the negative culture are not negligible; on the contrary, they require a special approach because it is a very sensitive issue, given that the whole problem is linked to confidence and control. To be effective, partners in the value chain in order to create values they must have confidence in one another. There must be mutual trust and honesty in the activities of each partner in the chain. If there is no trust, the partners will show reluctance to exchange information, skills and processes. However, the problem can sometimes be paying too much attention and trust that can be abused by employees. Cases of stealing of intellectual property, and the outflow of confidential data belonging to the company, which are important for its efficient and effective functioning and competitiveness are frequent. Frequent terrorist threats also show how important and sensitive issue of trust among the partners in the chain is. [7]

Regardless the need that partners in the chain must be characterized by mutual confidence, the possibility of potential theft can be minimized with better mutual understanding of the business (operations) and the careful treatment of proprietary intellectual property.

Belief that an organization no longer controls its own destiny, if cooperates fully with the inner and external partners, can also be an obstacle to the successful management of the value chain. However, even with intense collaboration that must be implemented, the organization still control the important decisions including what consumer evaluates, the value of what they want, and which distribution channels are important. [2]

Required skills. Conditions for the successful application of managing chain values include several types of skills, which are necessary for both partners in the value chain. They include coordination and collaboration, the ability to configure products in order to meet customers, suppliers, and the skills to train internal and external partners, none of which is easy to implement. A large number of companies have experienced a very important and often very difficult decisions about assessing own capabilities and processes to become more efficient in managing their value chains.

Human resources. Separate barriers for successful management of the value chain can be the quality of human resources. Without a sincere commitment of people, there is no successful implementation of value chain management. Without their flexibility, it will be difficult to bring changes that are necessary to adjust to changing situations. Managers must motivate their employees, but managers may lack the experience so that could be a major human resource problem faced by contemporary organizations.

5. RESUME

The aim of the concept of value chain analysis is that analyzing of all components is to determine existing and potential value on which the company can achieve their own competitive advantages. While the goal of supply chain management is to reduce costs and increase the reproducibility of the organization, value chain management aims to create the greatest value for consumers. In fact, that indicates that both, the supply chain management and value-based supply chain management are oriented to efficiency. The objective of supply chain management is to create and implement the value chain strategy that meets and exceeds the needs and demands of consumers and ensure the full and unconditional integration of internal and external members of the chain. A well-designed value chain is one where the strings of players work together as a team, each adding one component of value. The high level of cooperation between participants in the chain means better solutions for the consumer. In that way, creating values for customers and satisfying their needs, requirements and expectations, it is realized the usefulness of all participants in the supply chain value. Managing value chain adjust organizational design by abandoning the traditional organizational schemes that are based on horizontal and vertical limits, joining the new modern solutions, which enable correlation of organizational processes and employees within the organization - primary activities of value chain with market demands. In other words, for value chain management, the old processes are no longer suitable. For successful value chain management, responsible and cooperative leadership is necessary. Managers from the highest to the lowest organizational level have to support, encourage, and to ensure implementation of existing practices and value chain management. This kind of organizational environment or culture, where all efforts are focused on delivering maximum value to consumers, are not possible if the leaders in the organization do not take the responsibility seriously. In order to organizational processes fit the concepts of value chain, managers need to assess all organizational processes, looking in the essential competencies – the basic organizational skills, abilities, and resources. Bearing in mind that the goals of managing value chain to meet customers and satisfy their needs and desires, managers need to have better insight into the degree of success, and its dynamics of

creating value and the success of “delivering value to consumers”. Based on displayed data we should not doubt the usefulness of the value chain in all important parameters, ranging from sales and cost savings, increased product quality, delivery, and logistics to the effects of improving of consumer service for products and services.

This means that effective direction of supply chain may significantly improve customer service, eliminate surplus stocks in a given system, as well as to reduce the excessive costs that are consequences of the relations of certain, “network of companies”.

REFERENCES

- [1] Robbins, S.P., Coulte, M., Menadžment, osmo izdanje, Data status, Beograd, 2005. ISBN: 86-7478-016-4
- [2] Sheridan, J.H., Managing the Value Chain, Industry Week, 1999.
- [3] Sharma, D. Lucier, C., Molloy, R., From Solutions to Symbiosis: Blending with Your Customers, Strategy & Business, 2002.
- [4] Bartholomew, D., The Infrastructure, Industry Week, 1999. (www.industryweek.com)
- [5] Drickhamer, D., Looking for Value, Industry Week, 2002.
- [6] G. Taninecz, Forging the Chain, Industry Week, 15. maj, 2000.
- [7] www.asisonline.org

ПОЛОЖИТЕЛЬНЫЙ ОПЫТ РОССИИ В ИНФРАСТРУКТУРНОЙ ПОДДЕРЖКЕ МАЛЫХ ИННОВАЦИОННЫХ ПРЕДПРИЯТИЙ, СОЗДАНЫХ НА БАЗЕ ВУЗОВ

Романович Л. Г.¹, Ряпухина В.Н.², Романович М.А.

Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия,
¹roma-kons@yandex.ru, ²viktorer_r@mail.ru

Аннотация: В статье рассмотрен положительный международный опыт в развитии научно-технического прогресса и стимулировании малого инновационного предпринимательства, играющего важнейшую роль в этом процессе.

Россия, как и другие экономически развитые государства, развивается по инновационному пути. Автором проанализирован положительный опыт Белгородского государственного технологического университета им. В. Г. Шухова (Россия, г. Белгород) в формировании на своей базе объекта инфраструктурной поддержки малых инновационных предприятий – инновационно-технологического центра, что позволило обеспечить доведение конкретных научно-технических идей до коммерческого освоения и повысить эффективность кооперационной сети «наука - образование - бизнес».

Ключевые слова: научно-технический прогресс, инновационно-технологический центр, малые инновационные предприятия, бизнес-инкубатор.

За последнее десятилетие в России произошли качественные изменения в структуре национальной экономики. Переход к рыночным отношениям придал новый импульс развитию ряда экспортно-ориентированных сырьевых и добывающих отраслей промышленности, отраслей начальной стадии переработки сырья, сферы услуг. Вместе с тем, сдерживается рост количества предприятий, которые производят конкурентоспособную на мировом рынке, наукоемкую продукцию.

Международный опыт показал важную роль малого инновационного предпринимательства в развитии научно-технического прогресса. Малое инновационное предпринимательство представляет собой наиболее мобильную экономическую подсистему, способную к быстрой адаптации к среде и наиболее адекватно реагирующую на постоянно изменяющиеся потребности.

Ряд экономически развитых государств, выбравших инновационный путь развития: США, Япония, Германия и другие, сформировал определенный организационно-экономический механизм стимулирования инновационной деятельности в системе малого предпринимательства. Мировая практика сочетания мер и форм стимулирования инновационной деятельности малых предприятий разнообразна и обширна. Однако зарубежный опыт следует использовать с учетом социально-экономических, исторических и других особенностей государств.

Из оценки мировых рейтингов экономического и инновационного развития, произведенного Институтом мировой экономики и международных отношений РАН следует, что Россия имеет значительное преимущество по сравнению с большинством государств мира по численности научно-исследовательских кадров, однако этот важнейший фактор, формирование которого не могут обеспечить многие государства, оказывает в современных условиях недостаточное влияние на основы

и перспективы экономического роста РФ и ее регионов. Так, Россия по числу ученых и инженеров занимает 3-е место в мире, в то время как США - 6-е, Франция - 9-е, Германия - 11-е, Канада - 14-е, Великобритания - 18-е, Китай - 44-е [1]. При этом, в соответствии с оценочными значениями индикаторов инновационного развития России и государств ОЭСР, доля инновационной продукции малых предприятий в объеме производства обрабатывающей промышленности в РФ составляет 0,47%, а в странах ОЭСР - 45% [2].

Как следует из приведенных данных, именно активное включение в инновационные процессы малых предприятий, осуществляющих инновационную деятельность, стимулирование малого инновационного предпринимательства позволили обеспечить прорыв в научно-технической и инновационной сфере США, Японии и другим государствам.

Благодаря комплексной поддержке частной инициативы, предпринимательства эти государства добились значительных успехов в экономическом развитии. Важным элементом такой поддержки является формирование системы государственных и региональных заказов на научно-техническую и инновационную продукцию при активном финансировании этой деятельности. Наряду с бюджетным финансированием высока роль использования венчурного инвестирования. Известно, что при финансировании десяти малых инновационных фирм, добивается успехов, как правило, одна, но сверхприбыль последней - покрывает все расходы, в том числе и на неудачные проекты. Немаловажным фактором в достижении успехов является повышение престижа предпринимателей, то есть той части инициативных людей, которые находят и развивают новое дело на базе инновационных идей, превращая идею в прибыльный товар и находя ему соответствующую нишу на рынке.

Недооценка органами управления всех уровней актуальности задачи: стимулирования деятельности малых инновационных предприятий приводит к тому, что не всегда делается правильный выбор приоритетов и инструментов стимулирования, что может способствовать кризису в научно-технической и инновационной сфере, нерациональному использованию финансовых ресурсов.

Следует отметить о важности и своевременности утверждения «Стратегии развития науки и инноваций в Российской Федерации на период до 2015 года», которой определено, что экономика России и ее регионов должна стать более динамичной, адаптивной к меняющимся внешним условиям, восприимчивой к техническому прогрессу. В указанном документе так же установлено, что одним из главных факторов реализации стратегии является: «развитие инновационной инфраструктуры, стимулирующей трансферт результатов сектора исследований и разработок в российскую и глобальную экономику, прежде всего путем стимулирования создания малых и средних технологических инновационных компаний» [2].

Накоплен положительный международный опыт в формировании механизмов стимулирования, однако применять его следует с учетом региональных особенностей. Так, современные тенденции российской экономики свидетельствуют о целесообразности следующего подхода к «стимулированию создания малых и средних технологических инновационных компаний» - формирование на базе высших учебных заведений (вузов) объектов инфраструктурной поддержки малых инновационных предприятий, которые способны обеспечить доведение конкретных научно-технических идей до коммерческого освоения и повысить эффективность кооперационной сети «наука - образование - бизнес».

Целесообразность такого подхода базируется на преимуществах малых предприятий перед крупными предприятиями:

- малые предприятия при прочих равных условиях характеризуются большей гибкостью и адаптивностью (будь то технологические изменения или экономическая среда в целом);
- оперативно реагируют на спрос потребителя, что определяет их важную роль как источника инноваций в экономике;
- в наибольшей степени нацелены на регион: потребителя, сырье, материально-технические и финансовые ресурсы;
- обеспечивают концентрацию ресурсов и их эффективное использование в доведении научно-технической идеи до коммерческого освоения, выполняя функцию «инкубатора идеи».

Также важным является тот факт, что вузы имеют достаточный кадровый и материально-технический потенциал для предоставления «инкубируемым» малым предприятиям необходимых научно-консалтинговых и других услуг. Используя указанные преимущества, представляется целесообразным создание следующих объектов инфраструктурной поддержки на базе вузов: инновационно-технологических центров, технологических парков и других, ориентированных на внедрение инноваций и их рыночное развитие.

В этой связи представляет интерес положительный опыт Белгородского государственного университета им. В. Г. Шухова (БГТУ им. В. Г. Шухова) в создании инновационно-технологического центра (ИТЦ), одной из главных функций которого является поддержка малых инновационных предприятий, созданных на базе университета.

Создание ИТЦ в 2004 году обусловило следующее явление в экономике региона: активный рост предложений ученых университета в создании научно-технической продукции на фоне серьезных проблем в области внедрения научно-исследовательских разработок в производство и их коммерциализации. Так, в 2003 году в сравнении с 2001 годом прирост полученных патентов университетом составил 83,3%, притом, что по РФ - 51,8%. В тоже время, по данным Росстата, количество внедряемых новых технологий в промышленности региона за указанный период снизилось, что указывает на снижение спроса и наличие проблем в этой сфере.

Проведенный нами анализ показал, что менеджеры предприятий в современных условиях не готовы вкладывать средства в особо рискованные научно-технические проекты на стадии научно-исследовательских и опытно-конструкторских работ. Интерес у инвесторов возникает, как правило, если в результате научно-исследовательских работ получен опытный образец или опытная партия нового материала или изделия.

Также результаты анализа данных Росстата свидетельствуют о проблемах на предприятиях в области менеджмента, финансирования, кадрах, что требует поддержки инициативы предприятий по внедрению результатов научно-технической и инновационной деятельности в различные сферы производства, а также объединения усилий заинтересованных организаций в повышении эффективности этой поддержки.

Так, следует выделить следующие проблемы, препятствующие взаимодействию науки и производства:

- несовершенство законодательной и нормативно правовой базы;
- отсутствие на предприятиях служб маркетинга в области научно-технических разработок;
- проблемы финансирования в части доведения научно-технических разработок до внедрения;
- отсутствие на предприятиях специалистов высокой квалификации в таких областях, как управление, охрана и защита интеллектуальной собственности и др.

С целью обеспечения взаимосвязи ученых университета с промышленными предприятиями, помощи ученым во внедрении научно-исследовательских разработок - ректором Гридчиным Анатолием Митрофановичем в 2004 году было принято решение – создать на базе университета инновационно-технологический центр.

Цель создания ИТЦ в БГТУ им. В.Г. Шухова:

- обеспечение помощи ученым в доведении научно-исследовательских разработок до внедрения;
- вовлечение в инновационную деятельность студентов, аспирантов, докторантов и научных работников;
- поддержка малых инновационных предприятий, обеспечивающих доведение научной идеи до коммерческого освоения;
- предоставление ученым и малым инновационным предприятиям научно-консалтинговых услуг.

ИТЦ оказывает следующие услуги для студентов, аспирантов, докторантов, научных работников университета:

Информационные услуги:

- ведение базы данных научно-технических разработок и инновационных предложений вузов, предприятий Белгородской области и других регионов России по отраслям промышленности;
- обеспечение нормативно-правовой документацией;
- маркетинговые исследования в области промышленности строительных материалов и строительства;
- изучение и прогнозирование внутреннего и внешнего рынков интеллектуальной собственности, сырья и продукции;
- информирование об источниках финансирования и кредитования инновационных проектов;
- организация и проведение конференций, круглых столов, семинаров и презентаций.

Консалтинговые услуги:

- консультационные услуги по вопросам бухгалтерского учета, отчетности и налогообложения;
- налоговое планирование, проведение экономического и финансового анализа;
- разработка стратегии развития бизнеса в научно-технической сфере.

Юридические услуги:

- подбор оптимальной организационно-правовой формы регистрации бизнеса с учетом налогообложения, льгот, целесообразности, перспективы;
- консультирование по подготовке документов по вопросам регистрации организации;
- юридические экспертизы, консультации;
- юридическое сопровождение сделок.

Для реализации концепции вовлечения в инновационную деятельность студентов, аспирантов, докторантов и научных работников университета сотрудниками ИТЦ в 2007 году подготовлен Проект на конкурс Федерального агентства по образованию на финансирование реконструкции площадей под создание инновационного бизнес-инкубатора в БГТУ им. В. Г. Шухова, который успешно прошел конкурсный отбор из числа российских вузов.

Сегодня в ИТЦ БГТУ им. В. Г. Шухова реализуется три проекта, которые в комплексе позволяют успешно выполнять поставленные цели и задачи:

1) Инновационный бизнес-инкубатор. Основные цели бизнес-инкубатора:

- увеличение числа малых предприятий в сфере наукоемких технологий, созданных с участием студентов, аспирантов и научных работников на базе БГТУ им. В.Г. Шухова и повышение их устойчивости;
- активизация инновационной деятельности студентов, аспирантов, докторантов и научных работников на базе БГТУ им. В.Г. Шухова;
- облегчение доступа малых предприятий к материально-техническим и другим ресурсам в сфере наукоемких технологий;
- формирование стандартов профессионального бизнеса среди субъектов малого предпринимательства.

Приоритетными организациями для оказания всесторонней поддержки в бизнес-инкубаторе на базе БГТУ им. В.Г. Шухова являются начинающие субъекты малого предпринимательства, занятые в сфере наукоемких технологий в области строительства и строительных материалов, энергетике, электронике и других направлений.

Размещаясь в инновационном бизнес-инкубаторе, малые предприятия имеют возможность арендовать площади на льготных условиях. Предприятия находятся в инновационном бизнес-инкубаторе 3 года и пользуются научно-консалтинговыми услугами также на льготных условиях:

- почтово-секретарскими;
- консультационными услугами по вопросам налогообложения и бухгалтерского учета;
- правовой охраны и защиты интеллектуальной собственности и другими.

По завершению 3-х лет - окрепшие малые предприятия покидают инновационный бизнес-инкубатор.

Следует отметить, что инновационный бизнес инкубатор БГТУ им. В. Г.Шухова - это единственный в России бизнес-инкубатор, поддерживающий малые инновационные предприятия, в составе учредителей которых только студенты, аспиранты, докторанты и ученые университета.

Сегодня в инновационном бизнес-инкубаторе размещены первые 14 малых инновационных предприятий, в составе учредителей которых студенты, аспиранты, докторанты и научные работники университета: ООО «Международный центр подготовки и повышения квалификации кадров», осуществляющее образовательные международные программы и внедряющее инновации в образовательные процессы; ООО «Фабрика информационных технологий», производящее новые продукты в области вычислительной техники и информационных технологий, ООО «СИГМА», осуществляющее деятельность в сфере робототехники и другие.

2) Бизнес-центр предоставляет для малых предприятий научно-технической и инновационной сферы научно-консалтинговые, информационные, бухгалтерские и юридические услуги; организует консультационно-методические семинары, посвященные решению актуальных проблем предпринимателей в области повышения инновационной активности предприятий, финансирования и налогообложения бизнеса.

Сегодня пользователями услуг бизнес-центра также являются малые инновационные предприятия Белгородской области и других регионов России и зарубежных государств.

3) Школа инновационного предпринимательства. Целью проекта является получение практических навыков студентами, аспирантами, докторантами и научными работниками университета в области организации и ведения малого и среднего бизнеса, охраны и защиты интеллектуальной собственности, а так же поддержка их предпринимательской инициативы.

Для достижения поставленной цели решаются следующие задачи:

- проведение аналитической работы для выявления и отбора потенциальных участников проекта;
- обучение основам создания и развития малых инновационных предприятий;
- содействие в создании малого инновационного бизнеса;
- создание условий для коммерциализации научно-технических и инновационных идей.

Учитывая унифицированную материально-техническую базу университета, высокую квалификацию специалистов, в том числе в области управления и защиты интеллектуальной собственности, пользоваться услугами центра могут другие вузы, научно-исследовательские институты, предприятия и население Белгородской области и других регионов.

Для повышения эффективности работы БГТУ им. В. Г. Шухова объединил на базе ИТЦ ученых, межрегиональную общественную организацию ученых, кредитное учреждение и представителей администрации Белгородской области в поддержке инновационной деятельности Белгородской области. С этой целью подписано Соглашение о сотрудничестве БГТУ им. В. Г. Шухова, Белгородского отделения № 8592 Сбербанка России, Центра инвестиционного роста Белгородской области и Межрегиональной общественной организации «Ассоциация ученых и специалистов в области строительного материаловедения». В этом Соглашении определен механизм взаимодействия сторон в реализации инновационной поддержки и кредитовании научно-технических и инновационных проектов университета, а также малых предприятий и других пользователей услуг ИТЦ.

В частности, Белгородское отделение № 8592 Сбербанка России приняло на себя обязательства по содействию в кредитовании:

- малых предприятий научно-технической сферы, созданных с участием университета и пользователей услуг ИТЦ под конкретные научно-технические идеи;
- предприятий Белгородской области и других регионов России в освоении производства наукоемкой продукции и технологий.

Впервые в Белгородской области с целью объединения усилий в поиске инвестиций, в том числе российских и зарубежных венчурных фондов, а также формированию совместной деятельности, обмену информацией и положительным опытом внедрения результатов научно-технической и инновационной деятельности в реальный сектор экономики ИТЦ разработано и заключено соглашение между университетом и Фондом содействия развитию инновационной деятельности высшей школы.

В соглашении определен эффективный механизм сотрудничества и стратегического партнерства между ИТЦ университета и Фондом. ИТЦ оказана поддержка ученым в анализе научно-технической информации и охранных документов, а также формировании инвестиционных заявок в форме необходимой для инвесторов и размещении их на сайте Сети трансфера технологий.

ИТЦ развивает сотрудничество с Белгородским областным фондом поддержки малого предпринимательства, Центром инвестиционного роста Белгородской области и другими организациями. Примером успешного сотрудничества может служить комплекс совместных круглых столов - совещаний между учеными университета и бизнесменами, посвященный решению актуальных проблем во взаимодействии представителей науки и бизнеса.

В БГТУ им. В. Г. Шухова разрабатываются и внедряются новые формы научно-инновационной деятельности. Примером может служить разработка и успешная реализация ИТЦ БГТУ им. В. Г. Шухова механизма развития внешнеэкономической деятельности инновационных предприятий - пользователей услуг ИТЦ. С этой целью ИТЦ явился организатором международных выставок, круглых столов, конференций и семинаров на Украине, в Молдове и других государствах СНГ на темы развития международного сотрудничества в области инноваций, поддержки научно-технического и инновационного предпринимательства.

Таким образом, ИТЦ БГТУ им. В. Г. Шухова стал важнейшим объектом инфраструктуры поддержки инновационной деятельности в Белгородской области и РФ.

По нашему мнению, положительный опыт ИТЦ БГТУ им. В.Г. Шухова, а так же механизм интеграции на его базе кредитных учреждений, администрации и общественных организаций в поддержке инновационной деятельности в системе малого предпринимательства может быть полезен другим регионам РФ, а также зарубежным государствам.

ЛИТЕРАТУРА

- [1] Романович Л.Г., Рудычев А.А., Выборнова В.В. Совершенствование организационно-экономического механизма стимулирования инновационной деятельности в системе малого предпринимательства / монография.- Белгород: БГТУ, 2009.-104 с.
- [2] Стратегия развития науки и инноваций в РФ на период до 2015 г. Утверждена межведомственной комиссией по научно-инновационной политике (Протокол №1 от 15.02.2006 г.)

ОБЗОР ПРИЧИН СОВРЕМЕННОГО ФИНАНСОВОГО КРИЗИСА НА ПРИМЕРЕ США

Рудычев А. А., Борачук В. В.

Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия,
antipanoptikum@mail.ru

***Аннотация:** Современный экономический кризис – явление многофакторное. Авторы пытаются выявить причины кризиса, предпосылки его возникновения на примере США. Рассмотрено развитие рынка ипотечного кредитования, «второсортного» кредитования, деривативов, процесс секьютеризации кредитов. Данный анализ позволяет сделать выводы относительно нестабильной экономической ситуации, затрудняющей развитие как отдельных экономических субъектов, так и экономики в целом.*

***Ключевые слова:** финансовый кризис, «второсортное» кредитование, облигации, секьютеризация, ипотечное кредитование, дериватив, кредитный дефолтный своп.*

Не для кого не секрет, что современный мировой финансовый кризис 2008 года был вызван многими факторами. Попробуем выделить среди них так называемые первостепенные причины, так или иначе сподвигнувшие мировую экономику к финансовому кризису на примере США.

Одной из основных причин современного кризиса можно считать так называемую второсортную (subprime) ипотеку.

В 1918 году в городе Саут-Бенд, штат Индиана, Э.М. Моррис основал компанию с капиталом в \$100000, чтобы кредитовать местных жителей на покупку автомобилей Ford T. Через семь лет контора занималась и ипотечным кредитованием. К 1996 году это была уже мощная компания под названием Associates First Capital – лидер рынка второсортных ипотечных кредитов. Второсортными были не сами кредиты, а получившие их заемщики: люди, которые не могли раздобыть обычную ипотеку. Те, кто недавно объявил банкротство, систематические нарушители графика платежей по предыдущим кредитам, те, у кого банк уже отобрал дом или машину за неуплату, т.е. люди с низким кредитным рейтингом.

При Билле Клинтоне ужесточились законы, требовавшие от банков кредитовать меньшинства. «Нормальные» ипотечные кредиты уже были выданы почти всем, кому требовались, и финансисты гонялись за каждым хорошим заемщиком. Конкуренция обострилась.

Кроме того, банкирам и инвесторам хотелось более высоких доходов, пусть и ценой большего риска. Фондовый рынок увидел во второстепенных кредитах прекрасную инвестиционную идею. В середине 90-х многие из игроков этого рынка успешно разместили акции, в том числе и Associates First Capital: в 1996 году она продала на рынке акции на \$1,9 млрд и стала крупнейшей в США публичной финансовой компанией.

В 1995 году второсортной ипотеки было выдано на \$65 млрд, в 2003-м – уже на \$332 млрд. Правда, к этому времени в десятке лидеров рынка уже не было тех, кто задавал тон в середине 90-х. Шесть из десяти крупнейших игроков subprime разорились в результате кризиса 1998 года: никто тогда не хотел рисковать. Но некоторые крупные кредиторы выжили, хоть и утратили самостоятельность. Associates

First Capital, например, была куплена банковским гигантом Citigroup, и этим во многом объясняются последующие проблемы Citi, связанные с рынком второсортной ипотеки.

Ставки по второсортным кредитам были ненамного выше, чем по обычным, - в среднем на 2 процентных пункта.

Самое большое количество второсортных ипотечных кредитов было выдано в США в 2004-2006 годах. Доля второсортной ипотеки в общей выдаче ипотеки колебалась около 20%.

У финансовых компаний накапливались кредиты на миллиарды долларов, по которым не было сделано еще ни одного платежа, - но оптимистичные финансисты надеялись, что должники заплатят деньги, чтобы не лишиться жилища.

Тем временем ситуация стала усложняться: с 2005 года цены на недвижимость в США стали снижаться, и, если во времена роста цен заемщик мог регулярно перезакладывать свою недвижимость за большую сумму и расплачиваться по кредиту из «прибыли», теперь это стало невозможным. В 2007 году стало окончательно ясно, что чрезмерное развитие subprime кредитования было лишним.

Столицей subprime в начале века стал Кливленд, штат Огайо. Сейчас там пустует каждый десятый дом – целые улицы в «черных» районах обезлюдели. Крупнейший домовладелец в городе – Deutsche Bank Trust, который отобрал недвижимость у неплательщиков. В городе за последние три года было выселено больше 30000 семей. Кроме того, городу приходится тратить по \$1,7 млн в год на снос покинутого жилья.

К началу кризиса – то есть к марту 2007-го – в США накопилось на \$1,3 трлн второсортной ипотеки. Но не сама проблема с невозвратными второсортными кредитами сподвинула кризисную ситуацию. Ведь в 2007 году все subprime кредиты составляли всего 13% от американского ипотечного рынка в целом. Как ни странно, именно развитие финансовых рынков сыграло в этом немалую роль.

«На протяжении большей части XX-го века депозиты владельцев сбережений, застрахованные федеральным правительством, служили основным источником финансирования банков, а фирмы, работавшие с ценными бумагами, получали краткосрочное финансирование от инвесторов», - писал в своих мемуарах Алан Гринспен (председатель Федеральной резервной системы США с 1987 по 2006 год).

Вкладчики были народом на редкость пассивным. В конце 70-х, года можно было зарабатывать десятки процентов годовых на краткосрочных вложениях в безопасные облигации, они продолжали держать деньги на сберегательных счетах под 5,5%. Но теперь масса пассивных владельцев депозитов сильно сократилась: вклады – это теперь 60% пассивов (привлеченных средств) коммерческих банков, а не 95%, как в 50-е годы. Банки стали добывать деньги, которыми кредитовали людей.

Кредиты, в том числе и ипотечные, стали активно секьютеризоваться. То есть упаковываться так, чтобы инвесторам было удобно их покупать. Инвесторам нужен не отдельный кредит отдельных плательщиков, а удобная ценная бумага, которая приносит понятный и стабильный доход.

Секьюритизацию ипотеки придумал в 80-е годы трейдер банка Solomon Bros. Джон Мериуэзер. Она позволяет получить назад все выданные деньги сразу с небольшой прибылью. Скажем, банк выпускает облигации, обеспеченные ипотечными кредитами на \$100 млн, но получает от инвесторов \$105 млн: ведь они рассчитывают на доходность в 4-10% годовых в течение многих лет. Выручив деньги от продажи облигаций, банк тут же выдает новые ипотечные кредиты.

Специально под цикл «выдача ипотеки – секьютеризация – выдача – снова секьютеризация», в США давно поставленный на поток, в России был создан Городской ипотечный банк (ГИБ). Разместив в Европе ипотечные облигации в августе 2006-го, ГИБ привлек деньги на 2 процентных пункта дешевле, чем если бы просто занимал на рынке. Уверившись, что сделка состоится, он еще в апреле 2006-го года опустил ставку по ипотечным кредитам до 9,5% годовых в валюте: глава банка Николай Шитов уверенно наращивал долю на рынке, зная, что теперь новому банку будет постоянно доступно дешевое финансирование.

После того как ГИБ наладил цепочку от выдачи до секьютеризации, его купил Morgan Stanley надеялся хотя бы вернуть потраченные на приобретение деньги, но покупателя так и не нашлось.

В США непопулярность ипотечных облигаций подкосила таких гигантов американской экономики, как Freddie Mac и Fannie Mae, выкупивших или прогарантировавших ипотечные кредиты на \$5 трлн. Исчезновение рынка, с которого эти гигантские корпорации привлекали ресурсы, привело к их национализации в сентябре 2008 года: американские власти опасались, что банкротство Freddie Mac и Fannie Mae уничтожит ипотечный рынок в США и нанесет огромный урон финансовым рынкам вообще.

Но даже исчезновение рынка ипотечных облигаций не привело бы к глобальному кризису. Просто ипотека стала бы менее доступной повсюду: те банки, для которых единственным способом привлечь деньги была секьютеризация, ушли бы с рынка, а прочие подняли бы ставки. Не смертельно. Вызвало

катастрофу разрушение еще одного, третьего финансового «этажа», выстроенного над ипотекой и ипотечными облигациями.

Третьей причиной можно назвать бурное развитие рынка деривативов (производных финансовых инструментов). Citigroup никогда не смогла бы потерять в результате краха второсортной ипотеки \$40 млрд, а швейцарский банк UBS - \$34 млрд, если бы не возникшая в самом начале века и затем быстро распространившаяся мода на дериватив под названием CDS (credit default swap, или, по-русски, так же непрозрачно – кредитный дефолтный своп). Создателем этого финансового «оружия» считают англичанку Блайз Мастерс: дериватив в 1997 году разработала команда под ее руководством в банке JP Morgan. А в 2000 году американский конгресс принял закон «О модернизации товарных фьючерсов», сделавший кредитные дефолтные свопы нерегулируемыми, неограниченными.

В 2000 году рынок облигаций, обеспеченных разного рода кредитами – автомобильными, карточными, ипотекой (CDO, или collateralized debt obligations, то есть обеспеченных долговых обязательств), - достигал \$295 млрд. Рынка CDS (деривативов, страхующих от дефолта, в том числе и по CDO) не было вообще. Он появился лишь в 2001 году, а к 2007 году был уже в 13 раз больше рынка кредитных облигаций. В 2007 году объемы рынков облигаций, обеспеченных кредитами, составил \$4,7 трлн; объемы рынков облигаций, обеспеченных кредитными дефолтными свопами, составил \$62 трлн. Продажа страховок людям, у которых нет никакого имущества, и покупка страховок на отсутствующее имущество в таких объемах образовало «пузырь», который должен был когда-нибудь лопнуть. Кстати, \$62 трлн – это сумма, в 50 (!) раз превышающая совокупный ВВП России за 2007 год, или в 68 раз превышающая совокупную стоимость всей московской жилой недвижимости в марте 2009 года.

ЛИТЕРАТУРА

- [1] Ричард Дункан. Кризис доллара. Причины, последствия и пути выхода. – М.: Евро, 2008 г. – 296с.
- [2] Алан Гринспен. Эпоха потрясений. Проблемы и перспективы мировой финансовой системы. – М.: Юнайтед Пресс, 2009 г. – 520с.
- [3] Г. Хаберлер. Процветание и депрессия. Теоретический анализ циклический колебаний. – М.: Социум, 2008 г. – 480с.
- [4] Л. Бершидский. Кризис. – М.: Эксмо, 2009 г. – 256с.
- [5] Андрей Нечаев. Кризис в России. Кто виноват и что делать? – М.: Астрель, 2009 г. – 352с.

ЧЕМ ПОЛЕЗЕН ГЛОБАЛЬНЫЙ ФИНАНСОВЫЙ КРИЗИС?

Симич Миодраг

ЈП ПТТ саобраћаја "Србија", Трстеник, Serbia, miosimic@sbb.rs

***Резюме:** Все знают, что китайский иероглиф "кризис" означает и проблему и возможность одновременно. Это время, когда рождаются лучшие идеи и вместе с ними - компании. Например, в кризисы 70-х появились такие компании, как Microsoft и Apple. Так уж устроена природа и ее продукт - человек: любой кризис не только включает инстинкт самосохранения и повышает нашу активность, но и активизирует инновационную деятельность. И это - еще одна причина, по которой я с оптимизмом встречаю этот кризис. Люди всегда боятся перемен, особенно если они налетают быстро и неожиданно. Но любые перемены несут с собой новые возможности - правда, если вы к ним готовы. Побеждают самые смелые и неожиданные идеи. Креатив должен обеспечить максимальный эффект за минимальные деньги и вывести новые бренды на рынок. Креатив нужен, востребован и актуален.*

Ключевые слова: кризис, креатив, перемены, финансовый рынок

1. ВВЕДЕНИЕ

Конечно, кризис - это катаклизм, бедствие, переворот вещей и сознания, крушение привычного устоя жизни. Это всегда стресс и ощущение беды. Но если задуматься, во все времена именно кризис заставлял людей искать ответы на сакраментальные вопросы: что делать и как жить дальше. Именно кризис становился моментом принятия решения и давал шанс на обновление. Кризис по-гречески означает «решение», «поворотный пункт». В философском плане кризис - это своего рода катарсис, возможность и способ оздоровления и очищения. И разве не кризис знаменует завершение старого и одновременно начало нового цикла развития, конец и начало в вечном круговороте жизни?

Кризис - еще и прекрасный повод оглядеться и оценить ситуацию, определить и сконцентрировать ресурсы на самых перспективных с коммерческой точки зрения направлениях, сократить издержки и одновременно повысить эффективность бизнеса. Если это удастся сделать, компания имеет все шансы выйти из кризиса не только без потерь, но и с качественными и системными улучшениями, обновленной, очищенной и более сильной. Кризис для руководителя - это хороший шанс привести компанию в более здоровое состояние.

1.1. Общие тенденции

Любое нарушение баланса в любом организме вызывает кризис. И это не первый кризис, который породил цепную реакцию в мире. Но предыдущие были локальными, или затрагивали какой-то один сектор. Сегодня есть и шагает по миру глобальный финансовый кризис. Чего уж винить во всех грехах и напастях только Америку, если все приложили руку к созданию «инновационной финансовой индустрии» и финансового пузыря? Но там у них есть все необходимые институты, и Америка хоть и заваривала эту кашу, но она и расхлебывает ее раньше других. Но это - не конец рыночного капитализма, просто настало время реальной экономике взять верх над финансовой экономикой.

Встает вопрос, в каком секторе можно будет рассчитывать на существенный рост и возврат инвестиций? И вот поэтому пришло время для софтверных, инженерных, медицинских, производственных, логистических и т. д. инноваторов оттеснить на задний план финансовых «инноваторов». Сейчас наступило просто замечательное время для инноваторов.

1.2. Компании большие и маленькие

Как это ни удивительно, кризис во многом положительно влияет и на большие, и на маленькие компании. Большие компании могут осмотреться и приобрести интересные инновационные проекты по как никогда выгодной цене. Они могут позволить себе сократить часть расходов на рискованные проекты, и приобрести на рынке что-то, что подходит их краткосрочным целям, они могут сконцентрировать усилия на чем-то более инновационном. Да, они сократят расходы, но станут более динамичными в принятии решений.

Для малых компаний наступят более суровые времена, но и перед ними открывается шанс на партнерство с большими фирмами, которого не было прежде. Ясно также, что большие и маленькие организации будут меньше нанимать и даже сокращать людей, сосредоточатся на своих топовых продуктах, уже приносящих им доходы, и тем самым невольно откроют дорогу на рынок для новых компаний.

1.3. Перемены

Мы заболеваем не от ветра, не от холодной воды, а от неготовности к новым условиям. Это же относится и к организациям. Те из них, что подготовились к переменам, становятся сильнее, а неподготовленные оказываются на грани гибели. Эволюция, прямо по Дарвину. Устранив причины старения, компания может находиться в фазе расцвета вечно - если будет регулярно проводить реорганизацию и ориентироваться на нужды клиентов. Перемены закаляют сильнейших. Перемены дают им возможность оставить позади слабых и больных соперников. Перемены - ваш лучший союзник, если вы к ним готовы.¹ Когда ничего не меняется, вперед выбивается посредственность.

1.4. Креатив

Несмотря на сокращение маркетинговых расходов и рекламных бюджетов, самые активные и напористые компании продолжают завоевывать рынок. Пока одни выжидают, другие действуют. И все думают. Думают над тем, как потратить меньше, а получить больше. Самый короткий путь к этой цели - яркий и оригинальный креатив. Побеждают самые смелые и неожиданные идеи. Креатив должен обеспечить максимальный эффект за минимальные деньги и вывести новые брэнды на рынок. Правительство должно понять: поддерживать и стимулировать надо не столько производителей, сколько потребителей. Это подтверждает давний уже кризисный опыт Японии: власти тогда раздали средства компаниям, продукцию которых потребителям приобрести было не на что. Очень верно сейчас поступают китайцы, деньгами помогая гражданам покупать местные холодильники или автомобили.

В результате у народа не так резко падает потребление, а бизнес имеет возможность сохранить все прежние рабочие места. Кризис преподал нам еще один важный урок: бизнес должен быть сбалансированным. Рост больше чем на 10-15% в год - очень опасен. Когда ты растешь медленно, то и приземляться будешь плавно, а бурный рост всегда несбалансирован. И для таких компаний любые потрясения часто оказываются фатальными.

1.5. Денежная политика

Грамотно проводимая денежная политика является ключевым фактором для развития экономики. В последние десятилетия произошли коренные изменения в саямой сути денег - современные деньги больше не обеспечены «Золотым стандартом». Между тем принципы движения и распределения денежных потоков остались старыми. В соответствии с законами монетаризма, для поддержания процесса денежного оборота, прирост денежной массы должен соответствовать темпам роста Валового внутреннего продукта (ВВП). Практически это означает, что современная банковско-кредитная система, предоставляя в кредит денежный эквивалент ВВП, торгует самим ВВП. То есть

¹ Адизес И. : *Интеграция. Выжить и стать сильнее в кризисные времена* Москва Альпина Бизнес Букс, 2009.

фактически банки торгуют тем, что им не принадлежит. Такая финансовая система противоречит морально-этическим принципам и самому духу законов человеческого сообщества. Абсурдность действующей экономической системы, заключается в том, что она превратила общество в средство для развития бизнеса. То, что подобная система неизбежно приводит к финансово-экономическим кризисам, это даже хорошо потому, что именно в кризисных ситуациях появляется реальная возможность для критического анализа и пересмотра существующей порочной системы ценностей. Чтобы понять - что происходит и что надо делать дальше, необходимо перевернуть ситуацию с головы на ноги и относиться к экономике не как к самоцели, а как к рабочему инструменту для решения тактических задач.

1.6. Финансовый рынок

Финансовый рынок - жизненно важный орган экономики страны, обеспечивающий ее рост. Экономическое развитие это процесс созидательного разрушения. Рост достигается за счет того, что - ресурсы перетекают от менее эффективных собственников к более эффективным, и обеспечивают это финансовые рынки. В глазах многих эти рынки служат интересам только крупного бизнеса. Признавая, что часто так оно и бывает. Там доступ к капиталу есть лишь у тех, кто либо обладает хорошими связями, либо в состоянии предоставить достаточный залог, а большая часть населения практически отрезана от источников финансирования. Возможность получить хотя бы крошечный кредит дает этим людям шанс изменить свою жизнь.

Мухаммад Юнус придумал систему микрокредитования - за что получил Нобелевскую премию, - когда увидел, как в Бангладеш плетельщицы бамбуковой мебели попадают в долговые тиски посредников, покупающих для них бамбук. Из поколения в поколение женщины сбывали свои поделки этим самым посредникам по бросовым ценам, зарабатывая всего 2 цента в день. Понятно, что от нищеты их могли бы спасти совсем небольшие деньги: закупив на них сырьё, женщины отказались бы от кабальных условий сбыта.

В странах с неразвитой финансовой инфраструктурой доступ к рынку капитала - весомое преимущество. Такой порядок выгоден обеим сторонам - и финансистам, и их привилегированным клиентам: он охраняет их от напряженной конкуренции свободного рынка. Экономика же слабеет, поскольку финансовые рынки не обеспечивают переток средств к тем, кто сможет лучше ими распорядиться.

Поэтому для нормального функционирования свободных рынков всегда нужны политическая воля и мощные институты: эффективная судебная система, механизмы сбора и распространения информации о заемщиках, государственные регуляторы, предотвращающие вероятные злоупотребления участников рынка. В любой стране во время экономического кризиса у крупных компаний появляется шанс под благовидным предлогом заботы о пострадавших от него рабочих, инвесторах или пенсионерах добиться мер, которые защитили бы их от соперников. Чтобы пресечь импортные поставки, вводятся торговые барьеры, а ограничения на финансовых рынках ослабляют конкуренцию внутри страны.

В нормальной экономической ситуации давления простых потребителей и ориентированных на экспорт производителей обычно достаточно, чтобы правительство не пошло на протекционистские меры. И даже если в какой-то стране или регионе происходит экономический кризис, границы по-прежнему остаются открытыми для товаров, капиталов и людей (так было при азиатском кризисе 1998 года). Но при глобальном экономическом кризисе ограничения на импорт вводят повсюду. А чем больше стран возводит торговые барьеры, тем менее выгодна международная торговля и тем слабее ряды приверженцев либерального рынка. Таким образом, если во время глобального кризиса хотя бы несколько стран сделают непроницаемыми свои границы, то это может запустить цепную реакцию, и тогда общий уровень открытости экономик может существенно снизиться.

В период Великой депрессии события развивались именно так. После того как в США был принят закон Смута - Хоули, резко повысивший импортные тарифы, почти все страны мира последовали их примеру и воздвигли торговые барьеры, из-за чего резко сократился объем международной торговли. И хотя после окончания Второй мировой войны экономический рост в мире возобновился, слабость финансовых систем большинства стран тормозила их развитие, что в 1970-х годах и аукнулось США и Европе трудными экономическими проблемами. Лишь с расширением мировой торговли и усилением конкуренции в последней трети XX века у финансовых рынков открылось второе дыхание.

Авторы книги² - последовательные сторонники свободных рынков, но они не впадают в крайности и не проповедуют политику полного государственного невмешательства, которую часто связывают с чикагской школой. Рагхурам Раджан еще в 2005 году одним из первых говорил о том, что бурное развитие финансовых рынков последних лет сделало их очень уязвимыми и это увеличило вероятность крупного финансового и экономического кризиса. Он считал, что необходимо изменить монетарную политику США и деятельность государственных регуляторов, не успевающих за развитием финансовой системы. Надо лишь понимать, какие меры обуздания рисков, свойственных финансовым рынкам, помогут достичь желаемого результата, а какие - только навредят. Исследования показывают, что вмешательство государства, цель которого - добиться прозрачности финансовых потоков и обеспечить всем участникам рынка равный доступ к информации, уменьшает вероятность кризисов. Попытки же сдерживать конкуренцию или регулировать конкретные действия игроков рынка обычно выходят боком - они лишь готовят почву для будущих финансовых катаклизмов.

Развитие финансовых рынков в России тормозилось не только и не столько законами, регулирующими собственно финансовый сектор, сколько отсутствием гарантий неприкосновенности собственности. Российские олигархи не только не поддерживали, но часто даже блокировали попытки более надежно защитить права собственника. Независимые суды или сильное правительство были им невыгодны: от этого выиграли бы не только они сами, но и конкуренты. Куда удобнее было использовать свои финансовые ресурсы и связи с чиновниками для обеспечения собственных интересов.

В каком-то смысле Россия находится в более выгодном положении, чем страны с более сильными финансовыми системами: там законодатели попросту не поспевают за временем - новые финансовые инструменты появляются очень быстро - и, значит, смутно себе представляют, как реагировать на разворачивающийся кризис. Недостатки российской финансовой системы и основные меры по их устранению хорошо известны и даже изложены Минэкономразвития в проекте концепции создания международного финансового центра в Российской Федерации.

Многие уже сравнивают нынешний кризис с Великой депрессией. Предпринятые рядом стран меры по защите своих автопроизводителей и непрозрачные механизмы оказания государственной помощи крупному бизнесу могут заложить фундамент системы, в которой лишь немногие избранные получат доступ к финансовым ресурсам, а для получения кредита связи и деньги будут важнее, чем способность организовать эффективное производство.

Ключевое отличие стран с развитой финансовой инфраструктурой - в том, что доступ к рынку капитала здесь гораздо шире. Наличие залогового обеспечения (собственности) или личных связей уже не столь важно. Роль финансистов сводится к распределению рисков, отслеживанию информации о состоянии дел заемщиков и составлению контрактов, дающих правильные стимулы. Кредит перестает быть привилегией избранных, его получают самые умелые и предприимчивые. Перефразируя знаменитое определение демократии Уинстона Черчилля можно сказать, что сильный, конкурентный рынок капитала - самая плохая финансовая система, если не считать всех остальных. Сильные финансовые рынки способствуют росту экономики, но при жесткой конкуренции кто-то неминуемо оказывается в проигрыше: теряет работу или деньги. При спаде растет безработица и люди особенно дорожат тем, что сулит им стабильность. Именно в такие времена крупные финансисты и владельцы ведущих компаний находят неожиданных, но политически влиятельных союзников - это профсоюзы или антиглобалисты, отстаивающие интересы «рабочего класса». Вместе они начинают активнее противодействовать либерализации, что только ускоряет окостенение экономики. Оппозиция влиятельных групп может оказаться почти непреодолимым препятствием на пути финансового развития.

2. ЗАКЛЮЧЕНИЕ

Получив в свои руки право неограниченной денежной эмиссии, финансовая система вкупе с государственным аппаратом, приобрела бесконтрольное право эксплуатации по отношению к людям (обществу). Подобная система - принципиально аморальна. И то, что она неизбежно приводит к запуску «экономических циклов» (к кризисам) - это даже хорошо потому, что во время кризиса гражданское общество начинает выходить из анабиозного состояния и получает возможность громко заявлять о своих правах.

² Зингалес Л. & Раджан Р. : *Спасение капитализма от капиталистов. Скрытые силы финансовых рынков - создание богатства и расширение возможностей* Москва Институт комплексных стратегических исследований, 2004.

Кризис – это та самая ситуация, когда есть все основания перестать играть по навязанным извне правилам. Для того, чтобы изменить правила игры, необходимо вначале определиться – куда мы хотим двигаться? К прогрессу, к росту благосостояния граждан, к гармоничному развитию каждой личности, или к регрессу, к массовым банкротствам, к девальвации и, даже - к принудительному сокращению численности населения? И если желание двигаться к прогрессу для всех очевидно, то должна быть очевидна и необходимость переоценки существующей системы ценностей.

Всем известно, что человек по своей сути является творцом. Так же, как окружающий нас мир обладает природными ресурсами, которые потенциально являются полезными для человека ценностями. Так и человек обладает созидательным потенциалом, благодаря которому природные ресурсы превращаются в материальные ценности нужные людям. Но при действующей экономической системе, творческий человеческий потенциал используется минимально. Здесь творческий потенциал подразумевается в широком смысле, не только в области искусства, но и в любых других областях человеческой деятельности.

ЛИТЕРАТУРА

- [1] Зингалес Л. & Раджан Р., Спасение капитализма от капиталистов. Скрытые силы финансовых рынков - создание богатства и расширение возможностей Москва Институт комплексных стратегических исследований, 2004, 496 стр. ISBN 5-7218-0572-2
- [2] Веббер, А., Бизнес по правилам и без. Как добиться успеха, не потеряв себя Москва Издательство Альпина Бизнес Букс, 2009, 276 стр. г. ISBN 978-5-904522-24-7
- [3] Адижес, И., Интеграция. Выжить и стать сильнее в кризисные времена Москва Альпина Бизнес Букс, 2009, 128 стр. ISBN 978-5-9614-1032-7
- [4] www.seemore.ru
- [5] www.livejournal.com
- [6] www.hbr-russia.ru

APPLICATIVE MEASUREMENT PROBLEMS OF SERVICE QUALITY

- model implementation in more efficient service quality measurement context -

Simić Goran

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** Measurement of service quality in contemporary business environment, in which the most of the companies recalls on high quality level, is subject that last years is taking more attention in the management as well as in the marketing areas. Every organization's purpose is processing services on more qualitative way, and to raise the quality on higher level, it is necessary to measure it first. This article gives detailed display of one of the most known and most frequently used methods of service quality measurement, so called "disconfirmational model". Main settings are systematically shown which the development and model use are based, and also the arguments contributing to its high positioning among the ways of measurement service quality are processed in details. Special attention is provided to data interpretation, coming out from the use of this model.*

***Key words:** quality, model, service, buyer, consumer.*

1. INTRODUCTION

The basic goal of service management is to raise the probability and consumer's frequency which comes in contact with services and consumer buy those more and use too. The goal of this approach is to satisfy the buyers with the service provided. If they are satisfied, they will come back again and promote that products and services to their friends and relatives. No matter if the service management besides quality, probably has also other desired aims in different surroundings. All that goals are most often concentrated towards making profit. This profit can not be measured only with money, but also with other criterias, and client's satisfaction is one of the key criterias. Quality management role is to provide communications quality (buyers want to be treated with respect, understanding, attention and importance), clients care, their security, etc. Service salesmen are more depending on their service qualities, what makes the quality most significant factor in business in all service and other activities.

2. MEASUREMENT SERVICE QUALITY PROBLEMATICS

It is possible in literature to find various approaches of measurement of service quality, but less equal than the other approaches, or as a joint denominator could be emphasized the relation of what the buyers/service users expect and what they really meet, i.e., relation or difference between the expected and the experienced issues. In order to describe this problematics, from the numerous points of view from the available written and electronic literature, as most suitable explanation is accepted research of prof. Grubor, announced in electronic form¹. Furthermore, when model of service quality (professor mentions Servqual model,

¹ Aleksandar Grubor: SERVICE MARKETING COMPETITIVENESS IN THE NEW ECONOMY, Univesrity of Novi Sad, The Faculty of Economics Subotica

Gummesson 4Q model and Gap model of service quality). Afterwards in the article, as most efficient, more attention is dedicated to the Disconfirmational and Gap model.

Measurement of service quality in the contemporary business surrounding, in which the most of the companies recall on the high quality level, is a subject which is taking more attention recently in the management, as well as in the marketing areas. Every organization's purpose is processing services on more qualitative way, and to raise the quality on higher level, it is necessary to measure it first

This article gives detailed display of one of the most known and most frequently used methods of service quality measurement, so called **“disconfirmational model”**. Main settings are systematically shown on which the development and model use are based, and also the arguments contributing to its high positioning among the ways of measurement service quality are processed in details. Special attention is provided to data interpretation, coming out from the use of this model. We all know for one of the shortest, but also mostly used quality definitions, which is: “Quality is the clients satisfaction”. Although quite short, this definition touches the quality measurement problem core. As following later in this article, it will be stated that his expression is most probably the foundation on which the whole disconfirmational model is built. Execution aim of every service is to satisfy, as much possible, the clients demands. According to some authors, service quality is reached when certain service satisfy appropriate needs during its life cycle with minimal number of problems. Service quality has numerous specific features, although it is assessed together with product quality. Not only the final result affects the service quality, i.e. satisfaction or unsatisfaction of consumers with service provided, but the process of providing service itself where the consumer can take active part, is essential for achieving final satisfaction with the service obtained. Problems in service quality measurement are appearing because of lack of clear and measurable parameters defining the quality.

Most important service features which separate them from the products are the following ones:

- Production and consumption unseparability (meaning simultaneous production and consumption, what is characteristic for most of the services);
- Impossibility of service storage (following the previous feature);
- Non-materiality (because of services being performances, ideas or concepts rather than saw, felt in the same way as the product);
- Transience (refers to the fact that the services can not be kept). Examples – empty hotel rooms, empty plane seats, etc., this problem is primarily referring to adjusting offer and services demand;
- Heterogeneity (having in mind that the same service in some institution could be processes by various persons, each one in his/her own way);

3. SERVICE QUALITY MEASUREMENT DISCONFIRMATIONAL MODEL²

First step in service quality evaluation ranges identification most important some service attributes i.e. choosing features, with crucial influence on the quality. Most important features choosing problem is solved in many ways, one of them is logical try to derive the list of desired service attributes from the essential client demands. Currently in literature especially actual scale of attributes containing desired features is known as SERVQUAL scale. It is developed in marketing areas with specific purpose for service quality measurement. This scale contains service features which can be classified in ten basic groups: reliability; clearance (tangibility); service accessibility; communications; service carriers abilities; service carriers humanity; credibility; client demands response; knowing the clients; it is necessary to mention that this scale offers only starting base for service quality measurement. While evaluating various types of services, additional features show-up which is desired only at the certain service types, so while every quality measurement of some service it is necessary to create special attribute list which satisfies all the specific features. There is other way also, to give the attributes already on the created lists, certain ponders which will affect their importance for the assessed service.

Formula used by the service quality measurement disconfirmational model is the following:

$$Q_{it} = \sum_j (P_{ijt} - E_{ijt})$$

Quality (Q) is function of difference between perception of service done (P_{ijt}) and expectance that consumer (i) had while certain service (E_{ijt}) in time (t), referring the number of assessed features (j). As notified, the greatest problem of disconfirmational model use is choosing features that can prove quality/non-quality of certain service. Anyway, if good indicators are chosen, the enterprise will be in possibility to improve

² Details - Aleksandar Grubor: SERVICE MARKETING COMPETITIVENESS IN THE NEW ECONOMY, University of Novi Sad, The Faculty of Economics Subotica

segments which happened to be the worst in the researching process. When features are confirmed and poll is processed, researching results are not so hard to understand, it is desirable the amount Q_{it} to reach more positive value. Poll is processed in very short time interval (few hours) in order to obtain insight in current quality state in some service industry. There are some regulatives that are met in the most of service quality processed analysis using disconfirmational model.

Conclusion that is obviously deriving is that the clients expect more than they receive (results are mostly with negative sign). Many will think that the problem is with the quality managers, which are not executing their tasks adequately, but that does not have to be the case. One of the reasons could also be the marketing of company, which in conditions of sharp market competition starts to promise increase of their expecting on level too high.

During service quality analysis processing, it is desired to analyze greater number of companies which allow services of some kind. As previously mentioned, if some company process a research and confirm that the results are negative, it can wrongly interpretate that data and conclude that the services are done in completely wrong way.

From other side, when analyzed great number of companies, data is easy comparable, and is possible to obtain real picture of certain company's position comparing to others, concerning the quality of services provided.

4. SERVICE QUALITY GAP MODEL

Service market presents most developed sector in contemporary economy, and in the developed countries 75% of BDP is directed on these issues. While service delivery, certain quality deviations and satisfactory client demands may occur. Company management must constantly follow these deviations, in order to maintain and increase certain quality, which the consumers are used to, and identified business processes which demand promotion.

In 1985 Parasuraman with colleagues has developed GAP model, which these deviations (gaps) on 5 basic ones. According to this model, service quality is function of consumers perception, i.e. way that he (she) saw or felt the service, and expecting formed during shopping, i.e. service use.

Basic gap is the **Gap of consumers**³, which is obtained as difference between consumers expectations concerning the service (where greatest role are the oral propaganda, personal demands and experience in the past) and consumers perceptions about how experienced in service transaction with concrete enterprise. Consumers Gap is consequence some of 4 service company gaps, which are made as deviation consequence in certain creation phase and service delivery to consumers.

Gap 1 – consequence of consumers real expectations misunderstandings. Management does not understand what clients expect from the service, so at the very start mistakes are made, creating great consequences, and the other phases are losing importance. Causes for Gap 1 are:

- inadequate orientation of marketing research;
- lack of verbal communication;
- insufficient focus on relations development and
- clients complains bad management, with inadequate corrective actions.

Gap 2 – shows deviations between ways that company understands clients expectations and the ways that services were created and its quality standards. Knowledge must be converted in adequate serviced and servicing process, including well defined and appropriate service ambient. Gap 2 causes are:

- bad designed service,
- absence of standards defined from clients points of view and
- inappropriate service ambient and service physichal elements.

Gap 3 – appoints to deviations between how the managers defined the service (quality aspects, standards, delivering ways) and on ways how the service is really delivered. Here absolutely comes to the feature of service variability expression, because every service meeting is one “new production” and new event in which first line service persons and consumers are taking part. Just in that interaction comes to the problems, which are partly produced from the bad human resources management in service organization, and partly because of misunderstanding consumers role as co-producers in the servicing process. Additional contribution

³ Grubor, A., Marketing service, Script, Faculty for service business, Novi Sad, 2009

is achieved by bad management with capacities and services demands, which can affect the services quality. Therefore, the most frequent causes for occurring the Gap 3 are:

- lack in human resources management;
- consumers are not cooperating in right manner,
- servicing mediators problems and
- bad adjustment of offer and demand.

Gap 4 – presents differences between delivered service and the promised issue to the consumer by many communication (external) ways. In strong competitive fight for consumers and their limited budget, enterprises often create (by many external communication means) promises which are excessive and create excessive clients expectations. As in the everyday human relations, unfulfilled expectations leave bitter taste in the mouth and negatively affect the long-term relations development. Basic causes for Gap 4 are:

- integrated marketing communications absence;
- ineffective management of consumers expectations;
- excessive promises and
- inadequate horizontal communication.

Besides GAP models of perceiving quality services, here is (as very good) also the SERQUAL model of perception quality dimensions, which even in the case they are not completely accepted, often use as foundation for upgrading some new models, often created by greater firms for their business processes specialization demands. GAP model has found its place also in the process of implementation of ISO 9001 2000 standard.

5. PRACTICE EXAMPLES

Many organizations have empiric proofs which support many relations presented in the clients loyalty models, but only few have tested that relations. Most of them instead are focused on certain relation, interested in personal. Every organization have used different methodology, specimen size and statistical analysis. Therefore the results are not completely comparable. Anyway, the messages are almost the same. Satisfaction of the customers and values perception are strongly connected with local behaviour and resulting financial success.

Some organizations do not want to share their research data with others because of strategic reasons, but AT&T, IBM-Rochester and Johnson Controls have done that. Those 3 companies illustrate what many organizations have found out. There is not enough space to have detailed description for correct research methods, but all three organizations have used clear research methods. Results of the researches done are placed on their Internet web sites.

IBM experiences

IBM AS/400 department in Rochester, MN, USA has spent intensive determination research of loyal clients behaviour. Tze-Hsi "Sam" Huang has led the research efforts. Using few years data, researchers have examined the relation between income and satisfaction.

IBM also found out that 95% income comes from the clients which are very satisfied and satisfied (two rectangular triangles above). Relation of income growth between very satisfied and satisfied consumer is 3:1. In the same time, IBM-Rochester has also explored how the consumers response to loyalty issue comparing the total satisfaction. As greater satisfaction level is, the higher is the loyalty level too. There were interesting findings how the clients behave after their starting loyalty evaluation. Because of the fact that repeated sale of computer equipment is processed in 18 months cycles, it was necessary more than 2 years to pass in order to confirm the sale, previously promised from the consumer's side.

IBM-Rochester has demonstrated direct correlation between total satisfaction and loyalty. Also it is confirmed that total satisfaction results can use for clients loyal behaviour prediction. IBM-Rochester has determined that if client satisfaction levels are increasing for one percent, additional 257 millions US\$ might be generated in the next five years.

Johnson Controls experiences

Johnson Controls Inc. Group tried to explore the same concept as AT&T, but in different industry. During 1990's, Ken Bailey, clients satisfaction manager started clients satisfaction revision program (Johnson Controls use five points scale for measuring satisfaction).

Relations between satisfaction levels and execution levels were examined. Johnson Controls discovered that 91% of contract renewal comes from the satisfied or very satisfied customers. The clients not satisfied had lower level of renewing contracts. Exploring the contract renewal levels, Bailey found out that one percent of total satisfaction increase contributes to 13 millions US\$ in service contract renewals annually. After the financial influence has been met, Johnson Controls has set up the promotion of clients satisfaction by their strategic initiative.

AT&T experiences

AT&T has started their clients satisfaction research during 1980`s. Ray Kordupleski, director for clients relation in those periods, has managed the project.

Although many issues has been examined, relation between values perception and loyalty was excellently documented. AT&T has followed the values customers perception using five points scale. Then examiners have assessed data from the last year in order to find out which clients have been buying from AT&T even in that period (Table 1). Clients with high value perception were loyal, and the ones with lower perception were leaning towards changes.

Table 1

TABLE 1 Average Retention Rates	
Value score (five-point scale)	Retention rate (one year later)
5 Excellent	92-97%
4 Very good	80-85%
3 Good	60-65%
2 Fair	15-20%
1 Poor	0-5%

Source: Victor Jang and Ron Bauer, Competitive Dominance: Beyond Strategic Advantage and Total Quality

Management, Van Nostrand Reinhold, a Division of International Thompson Publishing, 1995, pp. 55-57; Steven H. Hoisington is vice president for quality control in Johnson Controls Inc. in Milwaukee. Hoisington is evaluator for Malcolm Baldrige National Quality Award and frequent conference visitor. He is also certified magare o quality ASQ; Earl Naumann is president of Naumann & Associates, McCall, Idaho, exploring and couselling company specialized for clients satisfaction areas and process promotion. Naumann is author of book Creating Customer Value: The Path to Sustainable Competitive Advantage, in Thompson Executive Press edition, 1995; and co-author of Customer Satisfaction Measurement and Management, in edition of ASQ Quality Press, 1996.

6. CONCLUSION

Service quality concept is based on appropriateness, as well as the product quality concept. Relation between the one providing service and the user is constructive only if service by price, lasting and suitability presents response to the consumer`s demands and requests. The service quality importance should never be underestimated, because it is much harder to gain over new user than to keep the current one.

In the literature is possible to find different approaches to the service quality measurements, but, less equal at all aproaches or as joint nominator, might me emphasized the relation between what the clinets/consumers expect and what really experience, i.e., relation or difference between their expectations and experiences.

Based on the above mentions, it is easy to state that quality management in servicing activities became strong mean for acquiring competitive advantages, and that many service organizations base their program accordingly.

Quality is a tool by which the company realizes its own and main goal, and it is consumers` satisfaction, i.e. clients.

Consumers/clients demands are being satisfied by the help of people, i.e. teams which has to respect certain principles: certain company employees` authorities, cultural support and internal rewarding.

In the future we must not be lead by idea that service quality in servicing activities is only an issue of "quality expert", but the quality depends on everyone`s effect in the organization. Quality must become "life style" of every individual.

REFERENCES

- [1] Grubor, A., Service Marketing Competitiveness In The New Economy, Univesrity of Novi Sad, The Faculty of Economics Subotica
- [2] Naumann, E., Creating Customer Value: The Path to Sustainable Competitive Advantage, u izdanju Thompson Executive Press, 1995; i ko-autor Customer Satisfaction Measurement and Management, u izdanju ASQ Quality Press, 1996
- [3] Grubor, A., Marketing services-notes from the lectures, Faculty for service business, Novi Sad, 2009

Note: Sources used for empiric examples: Victor Jang and Ron Bauer, Competitive Dominance: Beyond Strategic Advantage and Total Quality Management, Van Nostrand Reinhold, a Division of International Thompson Publishing, 1995, pp. 55-57; ; Steven H. Hoisington is vice president for quality control in Johnson Controls Inc. in Milwaukee. Hoisington is evaluator for Malcolm Baldrige National Quality Award and frequent conference visitor. He is also certified magare o quality ASQ; Earl Naumann is president of Naumann & Associates, McCall, Idaho, exploring and couselling company specialized for clients satisfaction areas and process promotion. Naumann is author of book Creating Customer Value: The Path to Sustainable Competitive Advantage, in Thompson Executive Press edition, 1995; and co-author of Customer Satisfaction Measurement and Management, in edition of ASQ Quality Press, 1996.

ОБОСНОВАНИЕ ОГРАНИЧЕНИЙ ПРИМЕНЕНИЯ МДА-МОДЕЛЕЙ ДЛЯ ПРОГНОЗИРОВАНИЯ ФИНАНСОВОГО СОСТОЯНИЯ ОРГАНИЗАЦИЙ

Слабинская И.А., Бендерская О.Б.

Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия,
obenderskaya@gmail.com

Резюме: В статье изложены результаты тестирования некоторых моделей прогнозирования финансового состояния организаций, основанных на множественном дискриминантном анализе (моделей Альтмана, Лиса, Таффлера, Савицкой и Чессера). Описаны условия, при которых использование этих моделей дает неадекватные результаты, и обоснованы ограничения на их применение.

Ключевые слова: прогнозирование банкротства, прогноз кредитоспособности заемщиков-организаций, множественный дискриминантный анализ (МДА), МДА-модели, модель Альтмана, модель Лиса, модель Таффлера, модель Савицкой, модель Чессера, тестирование МДА-моделей, условия неприменимости МДА-моделей, ограничения на использование МДА-моделей.

Модели прогнозирования финансового состояния организаций, основанные на множественном дискриминантном анализе (так называемые МДА-модели), уже довольно давно используются в практике финансового анализа для оценки вероятности банкротства и для оценки кредитоспособности организаций-заемщиков. Единственным недостатком этих моделей считается то, что их применение ограничено теми конкретными экономическими условиями (в первую очередь, страновыми, временными, а иногда и отраслевыми), для которых они были созданы.

Используя МДА-модели, разработанные для российских условий, мы столкнулись с тем, что они в некоторых случаях давали неадекватные результаты: при очевидно тяжелом финансовом положении организации показывали низкую вероятность ее банкротства. Это заставило нас заняться тестированием МДА-моделей.

Начнем с рассмотрения одной из первых таких моделей, разработанной в США в 1968 г. Эдвардом Альтманом [3, 1]:

$$Z = 1,2 \frac{COK}{A} + 1,4 \frac{Pr^n}{A} + 3,3 \frac{Pr^{\%}}{A} + 0,6 \frac{CK^{рын}}{ЗК} + 1,0 \frac{B}{A} \dots\dots\dots (1)$$

где COK – собственный оборотный капитал (другие названия – чистый рабочий капитал, чистый оборотный капитал, собственные оборотные средства), определяемый как разность оборотных активов и краткосрочной задолженности организации;

A – совокупные активы;

Прⁿ – нераспределенная прибыль;

Пр[%] – прибыль до уплаты процентов и налогов;

СК_{рын} – собственный капитал в рыночной оценке; остальные показатели в модели берутся в бухгалтерской (учетной) оценке;

ЗК – заемный капитал;

В – объем продаж (выручка).

Если значение дискриминантной функции $Z > 3,0$, считается, что вероятность банкротства (или, в случае использования модели для анализа кредитоспособности заемщика, – вероятность нарушения условий кредитного договора) у организации мала, а если $Z < 1,81$ – вероятность банкротства велика.

Представим себе организацию, у которой имеет место следующая ситуация:

$$COK = 0; B = 0; Pr^{\%} = 0; Pr^H = 0. \dots\dots\dots (2)$$

Без применения каких-либо методик анализа очевидно, что данная организация финансово неблагополучна, а значит, имеется реальная вероятность ее банкротства. Но посмотрим, как будет выглядеть в этой ситуации дискриминантная функция Альтмана. Все слагаемые в ней, кроме четвертого, будут равны нулю, и условие благоприятного прогноза примет вид:

$$Z = 0,6 \frac{CK^{рын}}{ЗК} > 3,0 \quad \text{или, что то же самое,} \quad \frac{CK^{рын}}{ЗК} > 5. \dots\dots\dots (3)$$

Таким образом, организация, не имеющая собственных средств в обороте, не получающая доходы по основной деятельности и прибыль (как по основной, так и по прочим видам деятельности), по результатам применения модели Альтмана будет выглядеть в перспективе финансово состоятельной, если рыночная оценка ее собственных средств более чем в 5 раз превышает сумму долгов!

Вывод очевиден: модель в данной ситуации «не работает», а значит, не должна применяться.

Представим другую ситуацию:

$$CK = 0; COK = 0; Pr^{\%} = 0; Pr^H = 0. \dots\dots\dots (4)$$

В этом случае будут равны нулю все слагаемые модели, кроме последнего, и условие благоприятного прогноза будет выглядеть следующим образом:

$$Z = 1,0 \frac{B}{A} > 3,0 \dots\dots\dots (5)$$

Условие (5) означает, что нерентабельная организация без собственных оборотных средств, собственный капитал которой получил нулевую оценку на финансовом рынке (а такая оценка может быть только следствием полного и всем очевидного кризиса), получит по модели Альтмана положительный прогноз при достаточно легко выполнимом условии: ее выручка более чем втрое превышает балансовую стоимость активов.

Как видим, модель Альтмана неспособна в некоторых (подчеркиваем: очевидно неблагополучных!) ситуациях распознать, что уже сложилось тяжелое финансовое положение исследуемой организации и, соответственно, вполне вероятно ее банкротство. Значит, применение модели в таких ситуациях должно быть ограничено. В ситуации (2) модель Альтмана не должна применяться, если рыночная оценка собственных средств оцениваемой организации превосходит сумму долгов более чем в 5,0 раза, а в ситуации (4) – если объемы продаж превосходят балансовую стоимость активов более чем в 3,0 раза.

В последующие годы Э. Альтман дорабатывал свою модель. Рассмотрим одну из ее позднейших модификаций, цитируемую нами по источнику [2]. Отличие исходной и модифицированной моделей Альтмана в основном – в значениях коэффициентов регрессии:

$$Z = 0,717 \frac{COK}{A} + 0,847 \frac{Pr^H}{A} + 3,107 \frac{Pr^{\%}}{A} + 0,42 \frac{CK}{ЗК} + 0,995 \frac{B}{A} \dots\dots\dots (6)$$

где СК – собственный капитал в учетной оценке.

Если выполняется условие: $Z > 1,23$, – то считается, что банкротство организации не грозит [2, с. 620].

В ситуации (2) условие благоприятного прогноза по модели (6) будет следующим:

$$Z = 0,42 \frac{CK}{3K} > 1,23 \quad \text{или} \quad \frac{CK}{3K} > 2,929. \dots\dots\dots (7)$$

То есть, нерентабельная организация, даже если она не получает доходов от основной деятельности и не имеет собственных средств в обороте, получит благоприятный прогноз финансового состояния при условии, что ее собственные средства хотя бы в 2,93 раза превосходят заемные.

В ситуации (4) условие благоприятного прогноза по данной модели выглядит следующим образом:

$$Z = 0,995 \frac{B}{A} > 1,23 \quad \text{или, что то же самое} \quad \frac{B}{A} > 1,236 \dots\dots\dots (8)$$

Другими словами, организации не грозит банкротство, даже если она нерентабельна, не имеет собственных оборотных средств и вообще не имеет собственного капитала (который, очевидно, «съеден» непокрытыми убытками прошлых лет), если ее объемы продаж хотя бы в 1,237 раза превосходят балансовую стоимость активов! По нашему мнению, такое соотношение между объемом продаж и объемами имущества организации означает, что ее деловая активность очень низка, а значит, и шансы выйти из кризиса должны быть низкими (а не высокими, как покажут результаты использования модели (6)).

Итак, в результате проведенного тестирования следует сделать вывод, что практическое применение модифицированной модели Альтмана также должно быть ограничено. В ситуации (2) данная модель применима, только если учетная стоимость собственных средств организации превосходит сумму долгов не более чем в 2,929 раза, а в ситуации (4) – если объемы продаж продукции превосходят балансовую стоимость активов не более чем в 1,236 раза.

Протестируем еще одну известную МДА-модель, которая была разработана в Великобритании, модель Лиса. Напомним вид этой модели:

$$Z = 0,063 \frac{OA}{A} + 0,092 \frac{Пр^{np}}{A} + 0,057 \frac{Пр''}{A} + 0,001 \frac{CK}{3K} \dots\dots\dots (9)$$

Здесь: OA – оборотные активы;

Прпр – прибыль от продаж продукции;

условие благоприятного прогноза: $Z > 0,037$ [2, с. 621].

Если у организации имеет место ситуация:

$$Пр^{np} = 0; Пр'' = 0; CK = 0, \quad (10) \quad \text{то в модели Лиса окажутся равны нулю все}$$

слагаемые, кроме первого, и условие положительного прогноза будет выглядеть так:

$$Z = 0,063 \frac{OA}{A} > 0,037 \quad \text{или} \quad \frac{OA}{A} > 0,587. \dots\dots\dots (11)$$

То есть, по модели Лиса организация, не имеющая собственного капитала и прибыли от продаж своей продукции, а также не реинвестирующая прибыль в свое дальнейшее развитие, но имеющая такую структуру активов, что удельный вес ее оборотных средств составляет хотя бы 58,8 % от итога баланса, считается в перспективе финансово состоятельной. Нам это представляется более чем сомнительным. Соответственно, мы предлагаем считать модель Лиса в ситуации (10) неприменимой при выполнении условия (11).

Рассмотрим еще одну МДА-модель, представляющую собой линейную регрессию, модель Таффлера. Она, как известно, имеет вид:

$$Z = 0,53 \frac{Пр^{np}}{K3K} + 0,13 \frac{OA}{3K} + 0,18 \frac{K3K}{A} + 0,16 \frac{B}{A} \dots\dots\dots (12)$$

Здесь: K3K – краткосрочный заемный капитал;

условие благоприятного прогноза: $Z > 0,3$;

условие неблагоприятного прогноза: $Z < 0,2$ [2, с. 621].

Предположим, что у организации

$$Pr^{np} = 0; OA = 0; B = 0 \dots\dots\dots (13)$$

Для прогноза низкой вероятности банкротства по модели Таффлера (от которой в этом случае останется только третье слагаемое), должно выполняться условие:

$$Z = 0,18 \frac{K3K}{A} > 0,3 \quad \text{или} \quad \frac{K3K}{A} > 1,667. \dots\dots\dots (14)$$

Как видим, благоприятный прогноз в ситуации (13) данная модель дает только, если величина краткосрочных обязательств более чем в 1,67 раза больше совокупной стоимости активов (чего не может быть в принципе). Это нужно интерпретировать следующим образом: нет реальных условий, при которых в ситуации (13) организация получила бы по модели Таффлера положительный прогноз. Раз модель распознает тяжесть финансового положения в ситуации (13) и дает адекватный прогноз возможности банкротства, она в этой ситуации может применяться без ограничений. Однако это еще не означает, что корректность модели Таффлера доказана полностью. Рассмотрим другие ситуации.

Заметим, что задавать условие $K3K = 0$ в модели Таффлера нельзя, так как краткосрочный заемный капитал присутствует в знаменателе одного из слагаемых Z-функции, а делить на ноль нельзя (возникает неопределенность). Поэтому будем рассматривать ситуации, когда величина K3K ничтожно мала, то есть стремится к нулю ($K3K \rightarrow 0$). Например, зададим:

$$Pr^{np} = 0; OA = 0; K3K \rightarrow 0 \dots\dots\dots (15)$$

Тогда в модели Таффлера первое слагаемое будет по величине близким к бесконечности ($0,53 \frac{Pr^{np}}{K3K} \rightarrow +\infty$), и условие благоприятного прогноза будет иметь вид:

$$Z = +\infty + 0,16 \frac{B}{A} > 0,3 \dots\dots\dots (16)$$

Это условие выполняется всегда (при любых соотношениях объема продаж и стоимости активов). Значит, в ситуации (15) модель Таффлера всегда даст благоприятный прогноз (даже для организации, у которой стоимость активов близка к нулю!). То есть, в ситуации (15) данную модель применять нельзя.

Предположим, что у организации

$$Pr^{np} = 0; K3K \rightarrow 0; B = 0 \dots\dots\dots (17)$$

Тогда условие благоприятного прогноза примет вид:

$$Z = +\infty + 0,13 \frac{OA}{3K} > 0,3 \dots\dots\dots (18)$$

Это условие, так же, как и условие (16), выполняется всегда. Значит, в ситуации (17) модель Таффлера тоже неприменима.

В ситуации, когда

$$OA = 0; K3K \rightarrow 0; B = 0 \dots\dots\dots (19)$$

прибыль от продаж в числителе первого слагаемого модели будет меньше нуля (выручка равна нулю, а какие-то расходы организация осуществляла). С учетом того, что K3K в знаменателе стремится к нулю справа, величина первого слагаемого будет близка к $-\infty$, а условие положительного прогноза будет иметь вид:

$$Z = -\infty + 0,16 \frac{B}{A} > 0,3 \dots\dots\dots (20)$$

Это условие невыполнимо, то есть, в ситуации (19) модель Таффлера всегда даст прогноз высокой вероятности банкротства. Соответственно, в ситуации (19) данную модель применять можно. Подведем итоги тестирования модели Таффлера: она ни при каких дополнительных условиях неприменима в ситуациях (15) и (17).

Г.В. Савицкая описала МДА-модель, разработанную для диагностики банкротства российских и белорусских сельскохозяйственных организаций [2, с. 623]:

$$Z = 0,111 \frac{COK}{OA} + 13,239 \frac{OA}{BнА} + 1,676 \frac{B}{A} + 0,515 \frac{Пр\%}{A} + 3,80 \frac{СК}{A} \dots\dots\dots (21)$$

где ВнА – внеоборотные активы;
условие низкой вероятности банкротства: $Z > 8$;
условие высокой вероятности банкротства: $Z < 3$.

Организация, у которой

$$COK = 0; B = 0; Пр\% = 0; СК = 0 \dots\dots\dots (22)$$

по этой модели получит благоприятный прогноз, если

$$Z = 13,239 \frac{OA}{BнА} > 8 \quad \text{или, что то же самое} \quad \frac{OA}{BнА} > 0,60 \dots\dots\dots (23)$$

Таким образом, модель, описанная Савицкой, как и другие МДА-модели, при неудовлетворительных значениях ключевых финансовых показателей может давать неадекватно положительный прогноз. Вывод: в ситуации вида (22) нельзя применять эту модель, если оборотные активы составляют более чем 60 % к уровню внеоборотных.

В завершение рассмотрим модель Чессера. Вероятность банкротства (или нарушения условий кредитного договора) в этой модели определяется с помощью функции вероятности Р, которая рассчитывается по формуле:

$$P = \frac{1}{1 + e^{-Y}} \dots\dots\dots (24)$$

где число $e = 2,71828$;

$$Y = -2,0434 + (-5,24 \frac{A^{ликв}}{A} + 0,0053 \frac{B}{A^{ликв}} - 6,6507 \frac{Пр\%}{A} + \dots\dots\dots (25)$$

$$+ 4,4009 \frac{ЗК}{A} - 0,791 \frac{ВнА}{A} - 0,102 \frac{COK}{B}) ,$$

где Аликв – наиболее ликвидные активы (денежные средства и легкореализуемые ценные бумаги).

Y, так же, как Z-функции в предыдущих моделях, представляет собой уравнение линейной регрессии.

Формула Р такова, что чем больше значение Y, тем больше значение Р:

- если $Y = 5$, то $P > 0,99$ (вероятность выше 99 %);
- если $Y = -5$, то $P < 0,07$ (вероятность ниже 7 %);
- если $Y = 0$, то $P = 0,5$ (вероятность банкротства равна 50 %).

Благоприятной считается ситуация, когда $Y < 0$.

Протестируем модель для такой неблагоприятной ситуации, когда у организации

$$A^{ликв} \rightarrow 0; Пр\% = 0; ВнА = 0; COK = 0 \dots\dots\dots (26)$$

При этом первое, третье, пятое и шестое слагаемые в скобках выражения (25) будут равны нулю, а второе слагаемое будет бесконечно большим. Условие благоприятного прогноза будет иметь вид:

$$Y = -2,0434 + \infty + 4,4009 \frac{3K}{A} < 0 \quad \text{или, что то же самое,} \quad +\infty + 4,4009 \frac{3K}{A} < 2,0434 \quad \dots (27)$$

Это условие никогда не выполняется, значит, в ситуации (26) модель Чессера применима без ограничений.

Рассмотрим такую неблагоприятную ситуацию, когда

$$B \rightarrow 0; \quad \text{Пр}^{\%} = 0; \quad B_{нА} = 0; \quad COK = 0 \quad \dots (28)$$

При этом для благоприятного прогноза должно выполняться условие

$$-5,24 \frac{A^{\text{ликв}}}{A} + 4,4009 \frac{3K}{A} - \infty < 2,0434 \quad \dots (29)$$

Это условие выполняется всегда, значит, в ситуации (28) модель Чессера нельзя применять.

Как видим, все рассмотренные нами МДА-модели (модели Альтмана, Лиса, Таффлера, Савицкой и модель Чессера) в определенных ситуациях дают неадекватные прогнозы, а значит, на их применение в этих ситуациях должны быть наложены ограничения.

Таблица

Ограничения на использование МДА-моделей

Название МДА-модели	Ситуация, при которой вводятся ограничения на использование модели	Ограничение на использование модели
Модель Альтмана (1)	$COK = 0; \quad B = 0; \quad \text{Пр}^{\%} = 0; \quad \text{Пр}^H = 0$	не использовать, если $\frac{CK^{\text{рын}}}{3K} > 5$
	$CK = 0; \quad COK = 0; \quad \text{Пр}^{\%} = 0; \quad \text{Пр}^H = 0.$	не использовать, если $\frac{B}{A} > 3,0$
Модифицированная модель Альтмана (6)	$COK = 0; \quad B = 0; \quad \text{Пр}^{\%} = 0; \quad \text{Пр}^H = 0$	не использовать, если $\frac{CK}{3K} > 2,929$
	$CK = 0; \quad COK = 0; \quad \text{Пр}^{\%} = 0; \quad \text{Пр}^H = 0.$	не использовать, если $\frac{B}{A} > 1,236$
Модель Лиса (9)	$\text{Пр}^{np} = 0; \quad \text{Пр}^H = 0; \quad CK = 0$	не использовать, если $\frac{OA}{A} > 0,587$
Модель Таффлера (12)	$\text{Пр}^{np} = 0; \quad OA = 0; \quad K3K \rightarrow 0$	не использовать
	$\text{Пр}^{np} = 0; \quad K3K \rightarrow 0; \quad B = 0$	не использовать
Модель Савицкой (21)	$COK = 0; \quad B = 0; \quad \text{Пр}^{\%} = 0; \quad CK = 0$	не использовать, если $\frac{OA}{B_{нА}} > 0,60$
Модель Чессера (25)	$B \rightarrow 0; \quad \text{Пр}^{\%} = 0; \quad B_{нА} = 0; \quad COK = 0$	не использовать

Методические рекомендации при использовании моделей множественного дискриминантного анализа таковы. Следует предварительно проводить оценку ключевых финансовых показателей исследуемой организации, чтобы выявить ситуации, при которых эти модели неприменимы. При идентификации таких ситуаций следует изменить методику анализа, чтобы вместо МДА-моделей использовать какие-либо другие методы прогнозирования финансового состояния.

Остается открытым вопрос, как поступать, если ключевые финансовые показатели, которые мы при тестировании задавали равными нулю, у исследуемой организации не равны нулю, но критически малы. Очевидно, в этом случае нужно начинать с экспертной оценки этих показателей, и применять МДА-модель только в том случае, если финансовая ситуация не представляется однозначно тяжелой. Кроме того, поскольку в этом случае ошибка прогноза по МДА-модели достаточно вероятна, мы рекомендуем продублировать прогноз с помощью еще какого-нибудь метода.

ЛИТЕРАТУРА

- [1] Бернштейн, Л.А., Анализ финансовой отчетности. – М.: Финансы и статистика, 2002.
- [2] Савицкая, Г.В., Экономический анализ. – М.: Новое знание, 2004.
- [3] Altman, E., Financial Ratios, Discriminant Analysis and the Prediction of Corporate Bankruptcy // Journal of Finance. – № 22. – September 1968. – P. 589-609.

О ПРИМЕНЕНИИ МЕТОДОВ ОЦЕНКИ МАТЕРИАЛЬНЫХ РЕСУРСОВ НА ГОРНОДОБЫВАЮЩИХ ПРЕДПРИЯТИЯХ

Слабинская И.А., Ровенских В.А.

Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия
slabinskaja@intbel.ru

Резюме: В статье приводится сравнение методов оценки материальных ресурсов, используемых для отпуска в производство. Дается расчёт и обоснование применения в бухгалтерском учёте горнодобывающих предприятий метода ФИФО. Приводится порядок выбора балансовой оценки материальных запасов горнодобывающего предприятия между фактической их себестоимостью и чистой продажной стоимостью на отчетную дату.

Ключевые слова: материальные запасы, метод ФИФО, фактическая себестоимость, балансовая оценка, взвешенная оценка, скользящая оценка.

Выбор метода оценки материальных ресурсов горнодобывающего предприятия должен быть продиктован задачами финансовой отчетности, определенными необходимостью интерпретирования данных финансовых отчетов в экономических терминах, а также интересами пользователей этой отчетности.

На протяжении многих лет среди специалистов бухгалтерского учета ведутся дискуссии о том, как лучше оценивать активы. Основная дискуссия развернулась между так называемыми «историками» и «футуристами». Первые отдают предпочтение оценке активов по себестоимости, которая лучше отражает прошлое компании. Вторые выбирают оценку по текущим затратам, поскольку она позволяет выявить перспективы фирмы. «Историки» нередко, хотя и не всегда, во главу угла ставят оценку прибыли. Баланс для них — не более чем опись сальдо счетов, переходящих на будущий период. Следовательно, оценка активов для «историков» имеет второстепенное значение. «Футуристы» на первое место ставят баланс, считая уровень прибыли производным от деятельности фирмы. FASB определил эти два подхода как доходы/расходы и актив/кредиторская задолженность. Хендрексен Э.С. и Ван Бред М.Ф. в качестве примера рассмотрели спор по поводу использования методов LIFO и FIFO. «Историки» предпочитают первый из них, потому что в период инфляции он дает наиболее достоверную оценку валового дохода, однако при этом оценка материальных ценностей в балансе менее адекватна. «Футуристы» отдают предпочтение методу FIFO, поскольку он обеспечивает более точную оценку активов в балансе. Недостаток этого метода заключается в том, что он не дает точной оценки себестоимости проданной продукции. Но для одного подхода характерен акцент на отчет о прибылях и убытках, а для другого — на баланс. [5]

В результате этих дискуссий появилось большое количество разнообразных способов оценки активов, что отражает множество задач, стоящих перед бухгалтерским учетом, ибо каждой задаче соответствует свой способ оценки и один подход не может в равной степени удовлетворительно отвечать всем задачам, так как в каждом случае необходимо учитывать, кто будет пользователем информации и с какой целью он будет ее читать.

Процесс оценки материальных ресурсов представляет собой процедуру присвоения (вменения) этим ресурсам определенных денежных величин, полученных таким образом, чтобы их можно было использовать как агрегированно (например, для итоговой оценки запасов), так и отдельно в зависимости от конкретной ситуации. [3]

Методы оценки материальных ресурсов при поступлении и списании на производство продукции отражены на рис.1.

Традиционным для российского учета является подход, основанный на том, что материалы «вступают в баланс» по заготовительной себестоимости. Так, в соответствии с ПБУ 5/01: «Фактической себестоимостью материально-производственных запасов, приобретенных за плату, признается сумма фактических затрат организации на приобретение, за исключением налога на добавленную стоимость и иных возмещаемых налогов (кроме случаев, предусмотренных законодательством Российской Федерации)». [1]

Не включение в состав понесенных затрат предприятия по приобретению материальных ресурсов сумм уплаченного НДС, связано с обособленным его учетом и спецификой действующей регламентации по учету и возмещению подобных налогов в системе налогообложения, которая является прерогативой любого государства. Если же абстрагироваться от этих регламентаций, то уплаченные в составе покупки указанные налоги и другие суммы обязательных платежей являются составляющей фактической себестоимости приобретенных материальных ресурсов.

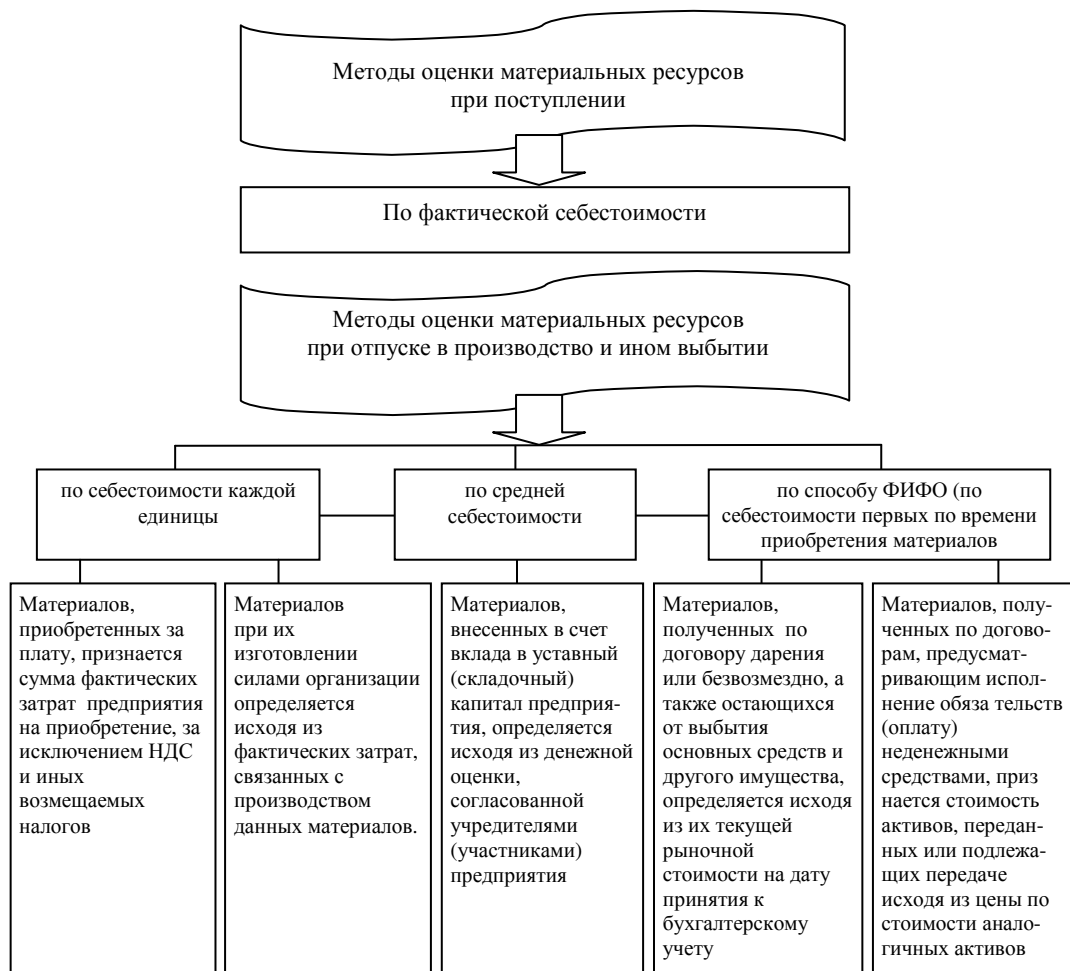


Рис. 1. Методы оценки материальных ресурсов

При невозможности установить стоимость активов, переданных или подлежащих передаче организацией, стоимость материально-производственных запасов, включая материалы, полученные организацией по договорам, предусматривающим исполнение обязательств (оплату) неденежными средствами, определяется исходя из цены, по которой в сравнимых обстоятельствах приобретаются аналогичные материально-производственные запасы.

С 1 января 2008 г. определение фактической себестоимости материальных ресурсов (кроме товаров, учитываемых по продажной стоимости), списываемых в производство, а также при ином выбытии возможно производить только одним из следующих трех методов оценки (в зависимости от условий учетной политики):

- по себестоимости каждой единицы;
- по средней себестоимости;
- по себестоимости первых по времени приобретений (ФИФО).

Положения, предусматривающие возможность использования метода ЛИФО (по себестоимости последних по времени приобретений), исключены из ПБУ 5/01 «Учет материально-производственных запасов» и Методических указаний по бухгалтерскому учёту материально-производственных запасов Приказом Минфина России от 26.03.2007 № 26н с 1 января 2008 г.

Оценка материально - производственных запасов по средней себестоимости производится по каждой группе (виду) запасов путем деления общей себестоимости группы (вида) запасов на их количество, складывающихся из себестоимости и количества остатка на начало месяца и поступивших запасов в течение этого месяца.

Оценка материально-производственных запасов по себестоимости каждой единицы производится путем суммирования стоимостей всех запасов, списанных на потребление (в производство или на продажу), исходя из их стоимостей на основании спецификаций с указанием конкретных номенклатурных номеров (серийных номеров, номеров партий и т.п.).

Метод ФИФО основан на принципе «первая партия в приход – первая в расход». Себестоимость материально-производственных запасов, рассчитанная этим методом наиболее приближена к реальной себестоимости, так как логично предположить, что материально-производственные запасы используются по мере их поступления на предприятие.

Принцип фактической себестоимости не нарушается при оценке по партиям поступления материальных ценностей (известный метод оценки ФИФО) возможность применения которого предусматривается и в российском, и в международном учете.

Независимо от системы учета запасов в практике возникает проблема оценки остатка запасов, поскольку себестоимость их поступления в разных периодах разная.

В западной учетной практике основной целью является точное определение прибыли путем сопоставления доходов с соответствующими издержками. Выручку от продажи подсчитывают путем вычитания себестоимости проданных товаров из суммы дохода от продаж отчетного периода.

Величина себестоимости проданных товаров определяется вычитанием себестоимости заказов на конец отчетного периода из стоимости товаров, возможных для продажи. По этой причине, чем больше стоимость конечных запасов, тем ниже себестоимость проданных товаров и соответственно выше валовая прибыль. И напротив, чем ниже стоимость материальных затрат в конце периода, тем выше себестоимость проданных товаров, а значит, ниже валовая прибыль.

Таким образом, от величины стоимости конечных запасов зависит, какая часть себестоимости товаров для продажи будет вычтена из суммы нетто-продаж, а какая часть будет перенесена на следующий отчетный период как начальные запасы. Оценка запасов влияет на финансовые результаты двух смежных периодов.

Сравнение методов оценки производственных запасов при их списании на производство продукции и выбытии представлено в таблице 1.

Таблица 1 Сравнение методов оценки производственных запасов при их выбытии

По себестоимости каждой единицы	По средней себестоимости	Способ ФИФО
Оцениваются запасы, используемые организацией в особом порядке (драгоценные металлы, драгоценные камни и т.п.), или запасы, которые не могут обычным образом заменять друг друга	Рассчитывается путем деления общей себестоимости группы (вида) запасов на их количество, складывающихся из себестоимости и количества остатка на начало месяца и поступивших в течение месяца запасов.	Запасы, первыми поступающие в производство (продажу), оцениваются по себестоимости запасов первых по времени приобретения с учетом себестоимости запасов, числящихся на начало месяца.
Особенности применения		
Применяется в исключительных случаях или при небольшой номенклатуре материалов	Наиболее распространенный способ	В условиях роста цен на приобретаемые материалы себестоимость приобретенной продукции минимальна, при этом оценка запасов и прибыли максимальна. А при падении цен - наоборот, запасы и прибыль минимизируются.

Рассмотрим различные варианты оценки материальных ресурсов при списании их в производство на примере материала (аммонита), употребляемого при добыче железной руды в карьере горнодобывающего предприятия (таблица 2).

В условиях инфляции и быстроменяющихся цен на материальные ресурсы, метод ФИФО приведет к занижению себестоимости и к завышенному сальдо материалов на балансе и, следовательно, к увеличению валовой и, как следствие налогооблагаемой прибыли. Для горнодобывающего предприятия, которое имеет целью финансировать своё развитие на данном этапе, имеется возможность применения метода ФИФО для улучшения их финансового состояния.

При применении метода ФИФО оценка материальных ресурсов, находящихся на складе на конец месяца, производится по фактической себестоимости последних по времени приобретения. В себестоимости продукции (работ, услуг) учитывается себестоимость материалов, ранних по времени приобретений.

Себестоимость материальных ресурсов, рассчитанная методом ФИФО, наиболее приближена к реальной себестоимости, так как логичнее всего предположить, что материальные ресурсы используются по мере их поступления на предприятие.

Метод средней себестоимости, который применяют в настоящее время все горнодобывающие комбинаты Курской магнитной аномалии, очень трудоемок и не точен, так как позволяет усреднить все вышеперечисленные показатели.

Балансовой оценкой запасов материальных ресурсов в соответствии с МСФО 2 «Запасы» является меньшая оценка: фактическая себестоимость/возможная чистая продажная стоимость (рыночная цена за минусом затрат на окончание работ и по продаже).

Вариантами рыночных цен для балансовой оценки являются покупная и продажная цена. Предприятие горнодобывающей отрасли в своей учетной политике выбирают и закрепляют виды цен.

На наш взгляд, можно применять также вариант оценки материальных ресурсов в покупных ценах, несмотря на то, что МСФО 2 отдает предпочтение продажным ценам (это не признается в налогообложении ряда западных стран).

Если балансовая оценка запасов ниже их бухгалтерской оценки, то разница списывается в уменьшение прибыли непосредственно либо через начисление резерва обесценения запасов за счет прибыли. Резерв обесценения запасов капиталом предприятия не является, это оценочный резерв. В балансе резерв обесценения приводится контрастацией к запасам, если обесценение в текущем учете не списывается в текущем учете, а признается на уровне отчетности. Отсутствие контрастаты свидетельствует о том, что на отчетную дату обесценение было списано и в текущем учете. В связи с тем что обесценение может восстанавливаться, многие компании предпочитают первый вариант.[4]

Балансовая оценка материальных запасов горнодобывающего предприятия состоит в выборе из фактической себестоимости и чистой продажной стоимости запасов на отчетную дату. Фактическая себестоимость представляет остатки счетов запасов, чистая продажная стоимость - предполагаемые

продажные цены запасов при нормальной продолжающейся деятельности за минусом затрат по завершению обработки, продаже, маркетингу, доставке.

Таблица 2 Расчет фактической себестоимости аммонита 6ЖВ-90

№	Показатели	Кол-во, кг	Цена за кг, руб.	Сумма, руб
1	Остаток на начало месяца	4272	22,92	97914,24
2	Поступило за месяц: 1 партия 2 партия	5962 35952	22,92 33,55	136649,04 1206189,6
3	Итого поступило	41914	X	1342838,64
4	Расход за месяц	43282	X	X
5	Остаток на конец месяца	2904	X	X
Оценка по средней себестоимости				
Показатель		Расчет		Стоимость, руб.
Средняя себестоимость единицы		(97914,24+1342838,64): (4272+41914)		31,195
Себестоимость израсход-х материалов		43282 x 31,195		1350182
Себестоимость остатка на конец месяца		2904 x 31,195		90590,28
Оценка способом ФИФО				
Расход материалов за месяц: остаток и 1 партия: 2 партия		(4272 + 5962) x 22,92 33048 x 33,55		234563,28 1108760,4
Итого расход:		Кол-во 43282 кг		1343324
Себестоимость остатка материалов на конец месяца		2904 x 33,55		97429,2
Результат оценки материалов, списанных в расход				
Метод	Количество		Стоимость, руб.	
Средней себестоимости	43282		1350182	
ФИФО	43282		1343324	
Результат оценки остатка материалов на конец месяца				
Метод	Количество		Стоимость, руб.	
Средней цены			90590,28	
ФИФО			97429,20	

Расчет балансовой оценки запасов материальных ресурсов проведен линейно-позиционно по видам запасов в таблице 3.

Применение одного из методов оценки материальных ресурсов по конкретному наименованию производится в течение отчетного года.

По нашему мнению, на горнодобывающих предприятиях необходимо закрепление метода оценки при списании на производство продукции ФИФО, так как это позволит максимально оценить запасы и финансовую устойчивость. Таким образом, для бухгалтерского учета оптимален метод ФИФО оценки запасов, что в условиях роста цен максимально повысит значение показателей финансового положения горнодобывающего предприятия.

Таблица 3 Расчет балансовой оценки запасов материальных ресурсов на горнодобывающих предприятиях

Вид запасов	ФИФО, руб.	Средняя себестоимость руб.	Итого, руб.	Чистая продажная стоимость, руб.	Балансовая оценка
Граммонит	20,6		20,6	25,0	20,6 (меньшая)
Аммонит №6 ЖВ-32		23,5	23,5	20,0	20,0 (меньшая)
Аммонит №6 ЖВ-90	24,1		24,1	24,1	24,1 (равная)
Итого	44,7	23,5	68,2	69,1	64,7

Горнодобывающие предприятия могут применять предусмотренные законодательством способы в любом сочетании, соблюдая правило «один вид (группа) материальных ресурсов - один способ». Распределение по группам (видам) материальных ресурсов осуществляется исходя из способа их использования в производстве продукции, выполнении работ, оказании услуг либо для управленческих нужд (п. 23 ПБУ 5/01) и, по нашему мнению, является элементом учетной политики горнодобывающего предприятия.

Методические указания по бухгалтерскому учёту материально-производственных запасов расширяют способы средних оценок фактической себестоимости (по средней себестоимости, по способу ФИФО).

Применение способов средних оценок может осуществляться двумя вариантами:

- исходя из среднемесячной фактической себестоимости (взвешенная оценка), в расчет которой включаются количество и стоимость материалов на начало месяца и все поступления за месяц (отчетный период);
- путем определения фактической себестоимости материала в момент его отпуска (скользящая оценка), при этом в расчет средней оценки включаются количество и стоимость материалов на начало месяца и все поступления до момента отпуска.

Вариант исчисления средних оценок фактической себестоимости материалов должен раскрываться в учетной политике организации.[2]

Использование взвешенной оценки подходит для организаций, отслеживающих движение материальных ресурсов в учетных ценах, поскольку фактическая себестоимость таких запасов определяется только по итогам месяца (отчетного периода).

Скользящая оценка более удобна для оперативного определения себестоимости отпущенных в производство и на другие цели запасов. Она подвержена значительным колебаниям в течение месяца в связи с неравномерным поступлением и списанием материальных ресурсов, но позволяет вычислять финансовый результат по каждой операции. Применение скользящей оценки должно быть экономически обосновано и обеспечено соответствующими средствами вычислительной техники.

ЛИТЕРАТУРА

- [1] Положение по бухгалтерскому учёту «Учёт материально-производственных запасов» (ПБУ 5/01), утв. Приказом Минфина РФ от 09.06.2001 г. № 44н (в ред. Приказов Минфина РФ от 27.11.2006 г. № 156н, от 26.03.2007 г. № 26н)
- [2] Методические указания по бухгалтерскому учёту материально-производственных запасов, утв. Приказом Минфина РФ от 28.12.2001 г. № 119н (в ред.Приказов Минфина РФ от 23.04.2002 г. № 33н, от 26.03.2007 г. № 26н.)
- [3] Гетьман, В.Г., Финансовый учёт: учебник / под ред. проф. В.Г. Гетьмана. – М.: Финансы и статистика, 2004. – 640 с.
- [4] Ковалёв, С.Г., Малькова Т.Н., Международные стандарты финансовой отчётности в примерах и задачах. – М.: Финансы и статистика, 2007. – 296 с.
- [5] Хендриксен, Э.С., Ван Бреда, М.Ф., Теория бухгалтерского учёта: пер. с англ./под ред. проф. Я.В.Соколова. – М.: Финансы и статистика, 2000. – 576 с.

ROLE AND IMPORTANCE OF INNOVATION IN CONTEMPORARY MANAGEMENT

Stanišić Aco

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** Labor talks for the use, i.e. analysis of innovations in company bussiness, their role in the contemporary management activities. Nowadays management is characterized by variety of technics and tools, it is the basis of all innovations and its characteristics. Accordingly, labor shows system of innovation matrix, way of defining, implementation and final goals.*

***Key words:** management, innovation, matrix, technological innovation, enterprise*

1. INTRODUCTION

Material and financial means were in the focus of previous management activities, with purpose of productivity and efficiency increase, and even higher degree of system capacity usage. Society and economy were on the crossroads thanks to the drastic changes in the environment. Adjusting the new conditions demands change of paradigm management, as well as different perspective of organizational resources assessment. Nowadays strategic important organizational resources are mainly located in the invisible domain, because knowledge, innovations, creativity, experience and employees competence in great way contributes to creating added value.

We are aware of current companies functioning conditions, forced on constant fight against known and unknown enemies. Fight has no rules, new competitors come on the new markets, with new products, a new way is to be found, way of prosperity, but of survival too, and that is only possible if you are innovative, or precisely – more innovative.

All these necessary leads to the importance of contemporary management and its tools in current business trends, because it is always needed to work better, and different. It can be achieved only if we are, or at least should be, innovative and bias to risk. „Distinctive competitiveness“, that should be manager's virtue, presents ability of single assessment on market, technology and management, in order to bein possibility to resist changes. Current business trends are characterized by single fact, and that is – it is much harder to achieve revolutionary new products.

This will include innovation, research and development issues in current, turbulent business conditions. Concised by current companies situation analysis as business subjects, it is stated that one of the reasons of unsatisfaction is unsufficient innovation introduction. Innovation as internal resource presents significant developing potential, which has to be identified and released in order to intensify economic activities. Also, it supposes greater implementation of innovation in the companies, and intensifying of innovation activities demands choice of adequate innovation strategy.

2. INNOVATION ISSUES IN THE COMPANY

Primary task of management is to innovate, i.e. it is special challenge to permanently move from one to other vision. Future must be embedded in the qualities of the past, such as breaking of an old mill, in order to make new building, or to destroy some small bush in the natural disposition, in order to enable the development of productive trees. Destroying old and unproductive is in function of new and productive.

Term of innovation means invention, adoption and news usage in economic and social sphere. Contrary of innovation is routine, i.e. current state¹.

Innovations have different roles and are one of the elements enabling the development of society. They are present everywhere: in the households, in school, in health system, in traffic, in production, in administration and management, in communications, etc...

Some innovations worth mentioning are: security increase in transport (ABS, airbags), easier communication (mobile phones, video conferencing), open access know-how (CD-ROM multimedia), new marketing methods (home banking), etc. To achieve complete innovation efficiency it is appropriate for company to possess suitable innovation strategy.

Strategy of innovation, as a term, means choosing way of achieving innovation goals. In another words, it is about innovation type, news volume, priority and implementation ways. Realization of innovations requires to implement in production whole new set of innovative activities, which are connected with increased costs. Therefore choice of appropriate innovation strategy has significant value. Intention of this article is to contribute to create suitable tool for appropriate innovation strategy choice. In that sense, innovation matrix is to be built, on which basis it is possible to choose strategy of further innovations².

Detailed analysis of the management shows that essential source for successful management is also the innovation leadership issue. Market regulatives impose requests to every management for finding new ways of success in achieving assigned goals. Managers introducing greater number of innovations, and more complexed, in particular functional areas are faster conquering certain markets, what is key to greater success. In that sense innovations became very well kept business secrets in the development phases, what brought to occurrence professions for exploring innovative secrets – so called manager espionage, but also activity for innovations protection, called counter-espionage.

The development of innovations and creating management, imposed a demand for typization by certain criterias. Practice has shown that innovations have no same meaning for management, different innovations are followed by different ways and management techniques. There are also cyclic variations in innovation processes, a result of the surrounding and internal factors of organizational system functioning, and the result are material and intellectual organizational resources.

Most general innovation classification is: technological and non-technological. Technological innovations refer to the changes in the sphere of technology. They maintain the technical-technological progress. Non-technological innovations are connected to organizational restructuring, management ways, etc. And frequently come out from technological, or meet them in consequential relations and links.

From the occurrence point of view, there are innovations coming from the surrounding, that management is bying and in a way adopts to its own needs and internal innovations, which are results of leadership and managerial structure of certain organizational system. Management internal innovations gain on importance, not only because they are result of labor force and not paid, but because they occurred in certain ambient, i.e. in culturological surrounding.

Besides the mentioned above, there is classification on original and adaptive innovations. The original innovations are the ones occurring in certain companies, educational or scientific institutions and are result of expert, or scientific-research work, i.e. their verification in practice. Original management innovations are occurring by default in the big companies, having special organizational units and expert profiles for research, development and implementation. For the ones coming to them, these innovations are external, and management reach them by sale, by receiving presents, espionage, theft, or combination of all above.

Adaptive are the ones that management use them in practice. They are processed, checked and there is sufficient knowledge for their use. These innovations are mostly external, because they come out of the organization or management. Original innovators can by themselves implement the management innovations in practice and later become adaptive ones.

¹ Mašić, B., "Strategic management", „Megatrend" Belgrade, year 1996, page 125.

² James F. Stoner, Edvard Freeman, Daniel Gilbert, «Management», edition MATE Zagreb, year 2000, page 302.

2.1. Innovation matrix

In developing and introduction of innovations certain regulatives are of existence. For the management is very important occurrence place of organizational and technical-technological innovations, i.e. their carriers. Managers should know the confirmed and mentioned regulatives, in order to understand the occurrence trends, but also to stimulate the carriers on creating innovations.

Although the role of technology is primarily immanent to the production processes, it can be extended, by the meaning of term technology (as innovations), every area of human activity. Therefore, it can be discussed about technology of education, technology of scientific-research works, technology of informing, technology of transport, etc.

Under technological innovations we mean introduction³:

- new product, and/or quality changes of the existing product,
- new or significantly better methods and acts in the production process,
- new industrial organization, standards or computer systems,
- new supplying source of necessary goods, half-products or components, as well as
- new ways of placement goods and services.

It is obvious that introduction of new and/or significantly upgraded goods is common for all technological innovations.

Fig. 1, innovation matrix⁴

			Relation production concept – components			
			Unchanged		Changed	
Subject of innovation	Degree of change	Importance and innovation rang	Incremental innovations	Modular innovations	Architectural innovations	Radical innovation
			1	2	3	4
Product	new	completely new	1			
		purposed to the new way of production	2			
		in new package with new name	3			
	upgraded	with better performances	4			
		with additional functions	5			
Process	new	shaped in new way	6			
	upgraded	low costs	7			

Innovation matrix is two-dimensional and is contained of horizontal and vertical scale, ranging particular types of innovations. Vertical scale of matrix has classification of innovations by innovation subject (product / process), then degree of change (new / upgraded), as well as the importance and innovation rang, from the product aspect:

- (1) completely new product,
- (2) with better performances,
- (3) purposed to the new way of production,
- (4) with additional functions,
- (5) with low costs,
- (6) shaped in new way,
- (7) in new package with new name.

³ Benjamin M., Pešut M. «Intelligent organization management concepts », book article «Management in industry», pages 35-40,

⁴ James F. Stoner, Edvard Freeman, Daniel Gilbert, «Management», edition MATE Zagreb, year 2000, page 302.

The horizontal scale of matrix has innovation classification based on the relation product concept – components, i.e. the innovations at which the mentioned connection is not changing⁵

- (1) incremental and
- (2) modular, as the ones having change of relation
- (3) architectural and
- (4) radical

Incremental innovations include gradual improvements at current products and production process, so the current products still remain competitive.

Modular innovations include product design concept change, leaving unchanged connection between product design and components.

Architectural innovations include reconfiguration structure of current product by integrating new components in a new way.

Radical innovations include introduction of completely new products and processes with help of new technological platforms, so the current products are becoming uncompetitive. Every field inside the innovation matrix is connecting different types of innovations.

Using the presented matrix, it is possible to choose companies innovations strategies. If adopted every field in the matrix to correspond to one point of selected strategy, then basically on the matrix given it is possible to derive more strategies. Starting from the field to field, strategies are occurring.

Because of illustrations, on Fig. 1. dashed line is showing one of the possible strategies,

$$S1=(2,2)-(2,1)-(4,2).$$

On that way the innovation matrix becomes appropriate tool in the hands of company experts of innovation policy.

2.2. Practical use of particular innovation types

Innovation matrix is two-dimensional and is contained of horizontal and vertical scale, ranging particular types of innovations. Vertical scale of matrix has classification of innovations by innovation subject (product / process), then degree of change (new / upgraded), as well as the importance and innovation rang, from the product aspect:

- completely new product,
- with better performances
- purposed to the new way of production,
- with additional functions,
- with low costs,
- shaped in new way
- in new package with new name.

The horizontal scale of matrix has innovation classification based on the relation product concept – components, i.e. the innovations at which the mentioned connection is not changing:

- incremental and
- modular, as the ones having change of relation
- architectural and
- radical.

Incremental innovations include gradual improvements at current products and production process, so the current products still remain competitive.

Modular innovations include product design concept change, leaving unchanged connection between product design and components.

Architectural innovations include reconfiguring structure of current product by integrating new components in a new way.

Radical innovations include introduction of completely new products and processes with help of new technological platforms, so the current products are becoming uncompetitive. Every field inside the innovation matrix is connecting different types of innovations.

⁵ Petković, M., Jovanović, M., «Organizational behaviour», Faculty of economy Belgrade, year 2002, page152.

Using the presented matrix, it is possible to choose companies innovations strategies. If adopted every field in the matrix to correspond to one point of selected strategy, then basically on the matrix given it is possible to derive more strategies. Starting from the field to field, strategies are occurring. Because of illustrations, on Fig. 1. dashed line is showing one of the possible strategies,

$$S1=(2,2)-(2,1)-(4,2).$$

On that way the innovation matrix becomes appropriate tool in the hands of company experts of innovation policy.

3. CONCLUSION

"Constant are only changes" and "Changes are opportunities" present known management parables, characterizing the world and socio-economic events at the end of XX century, and more actual in the future of business development.

Current business trends are characterized by one fact: it is much harder to achieve revolutionary new products. Even the big companies are more focused on small repairs, motivated on side with imperative of innovating and from the other side with impossibility to reach colossal findings. In that circumstances, importance of management tools comes to the surface.

Contemporary business conditions are requesting from the management to react fast and to anticipate changes in surrounding and to respond the pressures from different individuals or groups. Management which sees opportunity for acting, in the mentioned chaos, and is instead of competitive fight, ready for strategic fight and instead of product supplies creates strategies supplies is called entrepreneur management.

All these activities are possible if managers are ready to invest continual research-developing efforts and meaningful financial means in innovations, no matter characterized by great unexpectance and risk.

When speaking of importance and influence of innovations on management, should emphasize that the innovations are rarely ideas of genius, more often are results of long-term planned and organized activity of finding new opportunities and advantages. That is why is necessary to confirm possible innovation sources, which can be unexpected, processes needs, market and economy structures, demographic movements and changes, new knowledge, etc.; for all of them the demand for intellectual surrounding existence is characteristic. Someone has mentioned that nothing succeeds as the success. One of the most obvious examples for this expression is the worldwide known chemical company Dupont, which can primarily classify own success to an unexpected success events.

REFERENCES

- [1] Vučičević, S., Radić, R., Basis of management and entrepreneurship, Faculty of economy, Banja Luka, year 2005;
- [2] Stoner, J.F., Freeman, E., Gilbert, D., Management, edition MATE Zagreb, year 2000;
- [3] Petković, M., Jovanović, M., Organizational behaviour, Faculty of economy, Belgrade, year 2002;
- [4] Vasiljev, S., Marketing, Faculty of economy, Subotica, year 2002;
- [5] Mašić, B., Strategic management, „Megatrend” Belgrade, year 1996.

СРАВНИТЕЛЬНЫЙ АНАЛИЗ КАК ИНСТРУМЕНТ УПРАВЛЕНИЯ ГОРОДОМ

Старикова М.С., Ильичев И.Е.

Муниципальное учреждение «Институт муниципальных проблем», г. Белгород, Россия,
maria.starikova@bk.ru

***Аннотация:** В статье приводятся основные результаты применения сравнительного анализа для решения проблемы совершенствования структуры городского бюджета.*

***Ключевые слова:** сравнительный анализ, муниципальное управление, стратегическое развитие, бюджет*

Мировой финансовый и экономический кризис, безусловно, отразился отрицательным образом и на ресурсном обеспечении решения задач стратегического развития муниципальных образований. В этих условиях актуальным становится сравнительный анализ, который можно приложить к решению широкого спектра практических задач. Одним из основных направлений его использования мы считаем анализ структуры бюджетных поступлений и затрат муниципальных образований. Причем использование в качестве объекта для сравнения более развитых европейских городов позволяет более четко увидеть необходимые стратегические векторы развития. Проведенный авторами сравнительный анализ бюджета муниципального образования «Город Белгород», имеющейся общероссийской статистики по муниципальным образованиям различных типов, а также бюджета города Гауда (Королевство Нидерландов) позволил сделать ряд выводов.

Доходы бюджета, согласно Бюджетному кодексу РФ, – это налоговые и неналоговые поступления, в том числе доходы от внешнеэкономической деятельности и доходы от продажи принадлежащего государству имущества и иной приносящей доход предпринимательской деятельности. Анализ структуры доходов городского округа «город Белгород» (табл. 1) показал, что:

- 1) около половины доходов бюджета города – это налоговые поступления.
- 2) доля поступлений, не относящихся к собственным доходам бюджета, составляет 22,8;
- 3) местные налоги (к которым в России относят налоги на имущество) дают городу 13,2 % его годового дохода;
- 4) доходы от предпринимательской деятельности составили 7 % доходной части бюджета.

Для сравнения можно провести аналогичный анализ доходной части бюджета города Гауда, Королевство Нидерландов. Население города – около 71 тысячи человек.

Порядок формирования и расходования бюджета города иллюстрируют представленные мэрией данные за 2007-й год [1]. Эти данные сведены в таблицы 2, 3. Для возможного сопоставления с бюджетными поступлениями/затратами по г. Белгороду приводимые цифры в евро переведены в рубли (по условному курсу 1 евро = 43 рублям).

Таблица 1: Распределение доходов бюджета городского округа «Город Белгород» по кодам видов доходов, подвидов доходов, классификации операций сектора государственного управления, относящихся к доходам бюджета

Наименование показателя	Сумма, тыс. руб.	%
НАЛОГОВЫЕ И НЕНАЛОГОВЫЕ ДОХОДЫ	3 498 657	56,7
Налоги на прибыль, доходы	1 371 555	22,2
Налоги на совокупный доход	254 997	4,1
Налоги на имущество	812 743	13,2
Государственная пошлина, сборы	60 273	1,0
Задолженность и перерасчеты по отмененным налогам, сборам и иным обязательным платежам	-2 562	0,0
Доходы от использования имущества, находящегося в государственной и муниципальной собственности	493 212	8,0
Платежи при пользовании природными ресурсами	12 281	0,2
Доходы от продажи материальных и нематериальных активов	334 117	5,4
Штрафы, санкции, возмещение ущерба	41 796	0,7
Прочие неналоговые доходы	120 245	1,9
БЕЗВОЗМЕЗДНЫЕ ПОСТУПЛЕНИЯ	836 290	13,5
Субсидии бюджетам субъектов Российской Федерации и муниципальных образований (межбюджетные субсидии)	808 788	13,1
Иные межбюджетные трансферты	8 879	0,1
Прочие безвозмездные поступления	18 623	0,3
ДОХОДЫ ОТ ПРЕДПРИНИМАТЕЛЬСКОЙ И ИНОЙ ПРИНОСЯЩЕЙ ДОХОД ДЕЯТЕЛЬНОСТИ	434 449	7,0
ИТОГО СОБСТВЕННЫХ ДОХОДОВ	4 769 396	77,2
НЕСОБСТВЕННЫЕ ДОХОДЫ	1 406 357	22,8
ВСЕГО доходов по бюджету	6 175 753	100,0

Следует отметить, что и в целом по России отмечается такая тенденция: в общем объеме запланированных собственных доходов на 2008 год 58,8 % или 878,3 млрд. рублей составляют налоговые и неналоговые доходы, закреплённые за местными бюджетами на постоянной основе Бюджетным и Налоговым кодексами Российской Федерации, и переданные субъектами Российской Федерации дополнительно по единым и дифференцированным нормативам отчисления в местные бюджеты от федеральных и региональных налогов и сборов, подлежащих зачислению в бюджеты субъектов Российской Федерации;

Таблица 2: Доходы бюджета города Гауда в 2007 году

Статьи дохода	Объём, евро	То же, рубли	%
Вклад государства	105.973.609	4.556.865.187	50,30
Местные налоги	33.145.013	1.425.235.559	15,73
Прочие поступления	42.343.219	1.820.758.417	20,10
Изъятие из резервов	13.924.670	958.760.810	6,61
Изъятие из общего резерва	15.300.392	697.916.856	7,26
Всего	210.686.903	9.059.536.829	100,00

Данные, приведённые в таблице 2, позволяют сформулировать определённые выводы.

1. Более половины доходной части бюджета города составляют поступления средств из государственной казны.
2. Местные налоги дают городу лишь 15,73 % его годового дохода.
3. Город активно зарабатывает средства в свой бюджет: доля заработанных средств почти в полтора раза больше налоговых поступлений и несколько превышает 20 % доходной части бюджета.
4. Город имеет резервный фонд, средства которого могут привлекаться для решения неотложных проблем. В 2007 году изъятия из резервного фонда составили почти 15 % годового бюджета города. Городская статистика дополнительно детализирует структуру налоговых и некоторых неналоговых поступлений в городской бюджет (см. табл. 3).

Таблица 3: Структура налоговых и некоторых неналоговых поступлений

№ п/п	Статьи налоговых поступлений	Объём, евро	То же, рубли	%
1.	Налог на недвижимость	10.921.444	469.622.092	32,95
2.	Налог на вывоз мусора	8.561.771	368.156.153	25,83
3.	Налог на канализацию	6.305.960	271.156.280	19,03
4.	Гербовые сборы	4.054.046	174.323.978	12,23
5.	Парковка	2.690.907	115.709.001	8,12
6.	Собачий налог	273.775	11.772.325	0,83
7.	Прочие налоги	337.110	14.495.730	1,01
	Всего	33.145.013	1.425.235.559	100,00

По представленным выше данным можно рассчитать совокупный доход бюджета в расчёте на одного легального жителя города Гауда. Эта цифра в 2007 году составила 2.974,63 евро (127 909 рублей) на человека в год. Тогда как в Белгороде эта цифра по данным 2008 года составила 17 245,8 руб./ чел.

Расходы бюджета, согласно Бюджетному кодексу РФ, - это денежные средства, направляемые на финансовое обеспечение задач и функций государства и местного самоуправления. Анализ расходной части бюджета городского округа «Город Белгород» (табл. 4) показывает, что в структуре расходов, как и в целом по России (рис. 1) преобладают расходы на образование, на жилищно-коммунальное хозяйство, на здравоохранение и спорт. Можно отметить, что в Белгороде относительно больше средств тратится на социальную политику, а также на ЖКХ в сравнении с аналогичными затратами в г. Гауда (Нидерланды).

В то же время следует отметить существенно более высокие показатели доходов и, соответственно, расходов бюджета в расчёте на одного жителя города Гауда. Это, по-видимому, является основным, если не определяющим фактором достижения высоких показателей функционирования основных элементов системы органов местного самоуправления города.

Таблица 4: Распределение расходов бюджета городского округа «Город Белгород» по разделам и подразделам классификации расходов бюджетов в 2008 г.

№ п/п	Наименование показателя	Сумма, тыс. руб.	%
1	Общегосударственные вопросы	243 778	3,83
2	Национальная безопасность и правоохранительная деятельность	83 116	1,31
3	Национальная экономика	224 370	3,53
4	Жилищно-коммунальное хозяйство	1 589 964	25,00
5	Охрана окружающей среды	12 905	0,20
6	Образование	2 271 125	35,71
7	Культура, кинематография и средства массовой информации	144 083	2,27
8	Здравоохранение, физическая культура и спорт	748 084	11,76
9	Социальная политика	1 042 822	16,40
	ВСЕГО	6 360 247	100,00

В целом по России структура расходов в местных бюджетах муниципальных образований всех типов несколько отличается от таковой для бюджета городского округа «Город Белгород» (ср. данные табл. 4 и рисунок).

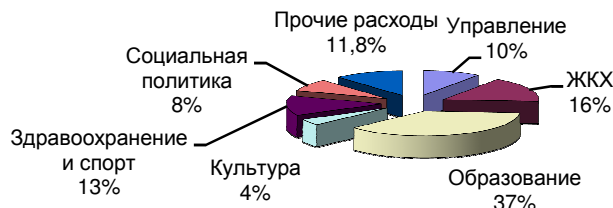


Рисунок 1: Структура расходов в местных бюджетах по РФ

Более детальное представление о структуре запланированных расходов местных бюджетов в 2008 году по типам муниципальных образований даёт таблица 5.

Таблица 5: Структура расходов по типам муниципальных образований [2] млрд. руб.

Виды расходов	Типы муниципальных образований						Всего
	Городской округ		Муниципальный район		Городские и сельские поселения		
	Сумма	Удельный вес в сумме по данному виду расходов	Сумма	Удельный вес в сумме по данному виду расходов	Сумма	Удельный вес в сумме по данному виду расходов	
Управление	96,7	46,9 %	70,7	34,2 %	38,9	18,9 %	206,3
ЖКХ	223,5	63,9 %	75,5	21,6 %	50,7	14,5 %	349,7
Образование	393,0	49,7 %	387,5	49,1 %	9,4	1,2 %	789,9
Культура	32,2	37,3 %	34,4	39,8 %	19,8	22,9 %	86,4
Здравоохранение и спорт	159,3	57,6 %	114,1	41,3 %	3,1	1,1 %	276,5
Социальная политика	88,3	52,3 %	78,9	46,8 %	1,5	0,9 %	168,7
Прочие расходы	100,3	40,2 %	124,1	49,7 %	25,2	10,1 %	249,6

Сравнение расходной части бюджета г. Белгорода с расходами бюджета г. Гауды (табл. 6) позволяет сделать вывод о том, что структура расходов бюджетов этих двух городов трудно сопоставима.

Таблица 6: Расходы бюджета города Гауда в 2007 году

Статьи расходов	Объём, евро	То же, рубли	%
Строительство, жильё и долгосрочные программы	72.240.336	3.106.334.448	34,29
Образование, работа и доходы	59.148.298	2.543.376.814	28,07
Охрана здоровья	23.742.879	1.020.943.797	11,27
Культура, спорт и досуг	16.229.807	697.881.701	7,70
Общественное самоуправление	13.843.224	595.258.632	6,57
Безопасность	10.134.224	435.771.632	4,81
Объёмно-пространственная планировка	7.827.845	336.597.335	3,72
Региональная политика	930.471	49.010.253	0,44
Прочие расходы	6.589.246	283.337.578	3,13
Всего	210.686.903	9.059.536.829	100,00

Тем не менее, видно, что на образование в бюджете Белгорода заложена большая (на 7%) доля средств, тогда как на здравоохранение, культуру, спорт и досуг большая (5%) доля расходов заложена в бюджете Гауды. Также меньше средств в Белгороде расходуют на безопасность.

Сложно судить о сравнении таких групп российских муниципальных расходов, как «Социальная политика» и «ЖКХ», но, по всей видимости, они сопоставимы с голландской группой расходов «Строительство, жильё и долгосрочные программы».

Городская статистика Гауды дополнительно детализирует структуру затрат (см. табл. 7).

Таблица 7: Расходы бюджета на социальную сферу

Статьи расходов	Объём, евро	То же, рубли	%
Доходы муниципальных служащих	25.173.839	1.082.475.077	42,56
Образование	14.708.388	632.460.684	24,87
Работа и активация	12.246.349	526.593.007	20,54
Экономика	4.861.320	209.036.760	8,22
Политика минимума	2.158.401	92.811.243	3,81
Всего	59.148.298	2.543.376.814	100,00

Из таблицы 7 следует, что почти половина средств, выделяемых на социальную сферу (42,56 %), расходуется на содержание муниципальных служащих. Если сюда добавить средства по статье «общественное самоуправление» (см. табл. 3), выйдет, что на содержание органов местного самоуправления уходит 18,5 % годового бюджета города. Доля средств, выделяемых на образование, составляет лишь около четверти бюджета социальной сферы и около 7 % общего бюджета города; на охрану здоровья расходуется 11,27 % годового бюджета.

Таким образом, городская статистика в городе Гауда выглядит несколько лукаво, включая сугубо управленческие затраты бюджета в статью затрат на социальную сферу. В этом смысле система статистических показателей в России и, в частности, в Белгороде выглядит достаточно более прозрачной, а, следовательно, и объективной. Однако по совокупности показателей – и, прежде всего, по доходам и расходам бюджета в расчёте на душу населения, затратам на поддержание надлежащего состояния среды обитания человека, рациональному использованию городских земель – бюджет Гауды, по нашему мнению, является достойным ориентиром для многих городов России, включая Белгород.

Сравнительный анализ бюджетов двух городов позволяет сформулировать некоторые идеи, полезные для перспективного планирования в сфере стратегии развития города Белгород.

- 1) Городу следует вести более активный поиск новых форм и способов зарабатывания дополнительных средств путём более эффективного и рационального использования имеющихся и вновь создаваемых объектов его инфраструктуры. Целенаправленная работа по созданию и развитию системы таких объектов как источников дохода городской казны должна стать одним из важнейших элементов стратегии развития города на длительную перспективу. Решение этой задачи неразрывно связано с необходимостью разработки перспективной модели города, основные параметры которой, включая финансово-экономические, должны быть достигнуты, например, к 2025 году.
- 2) Мировой финансовый и экономический кризис, болезненно проявивший себя и в сфере муниципальных финансов, подсказывает целесообразность, а, возможно, и необходимость формирования собственных – муниципальных финансовых резервов, предназначенных для решения неотложных задач, определение перечня которых также является важной задачей стратегического планирования развития любого муниципального образования. Решение этой задачи должно быть разноплановым: следует определиться с размерами резервного фонда, местом его надёжного и в то же время достаточно выгодного размещения, страхования, условий и порядка использования и т.п.

Выполненный анализ позволяет сделать вывод о том, что сравнительный анализ бюджетов муниципальных образований может быть использован в качестве интересного инструмента стратегического планирования развития муниципальных образований, позволяя выявлять «узкие места» и потенциальные точки бюджетного роста.

ЛИТЕРАТУРА

- [1] De gemeente Gouda in bedrijf | Presentatie. - Gemeente Gouda, 25 juni 2008. – P. 33.
- [2] Информация о результатах мониторинга местных бюджетов Российской Федерации по состоянию на 1 апреля 2008 года (период мониторинга – I квартал 2008 года) [Электронный ресурс] // Министерство финансов РФ. Режим доступа: www.minfin.ru/common/.../2008/.../Otchet_po_monitoringu_na_01.04.08.doc. - Заг. с экр.

ПОДХОДЫ К ФОРМИРОВАНИЮ СИСТЕМЫ УПРАВЛЕНИЯ КОНКУРЕНТОСПОСОБНОСТИ ПРОДУКЦИИ НА СТАДИИ НИОКР

Столярова В.А., Столярова З.В.

Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия
zlatast@mail.ru

Аннотация: Статья посвящена проблеме формирования системы управления конкурентоспособности продукции. В частности, рассматривается допроизводственная стадия жизненного цикла продукции. В работе исследованы цели, принципы, функции и методы системы управления конкурентоспособностью продукции на этапе исследований и разработок.

Ключевые слова: Конкурентоспособность проектируемой продукции, система управления, субъект управления конкурентоспособностью, принципы управления, функции управления, методы управления разработками.

Стремительное развитие рыночных отношений в России ставит вопрос повышения конкурентоспособности национальной экономики в качестве одной из приоритетных задач. Базовой составляющей конкурентоспособности в масштабе государства является конкурентоспособность единицы продукции, выпускаемой предприятием. Конкурентоспособность продукции является в своем роде мерилем, определяющим эффективность производства и место производителя на потребительском поле. Долгие годы в нашей стране осуществлялась так называемая борьба за качество продукции, а в результате происходило снижение ее конкурентоспособности, так как попытка развития одной части целого без построения системы не может привести к положительному результату. В рыночной системе конкурентоспособность продукции является основополагающим условием развития, в которое органично вплетаются его составляющие: качество продукции и сервиса, цена и затраты, качество управления процессами. Следовательно, методологически неоправданно, отбрасывая систему в целом пытаться управлять хаотическим набором частей (качеством, ценой, и т.д.) Исследования проблемы конкурентоспособности продукции приводят к осознанию дуалистического характера этой категории, поскольку, с одной стороны, в силу своей природы она является катализатором формирования нового образа жизни и двигателем цивилизации, с другой стороны, она претерпевает влияние посредством все более усложняющейся иерархии человеческих потребностей.

Совершенствование системы управления конкурентоспособностью предполагает разрешение целого ряда вопросов, связанных с организационной структурой управления, информационным обеспечением и различными вариантами методологических подходов, что недостаточно комплексно и концентрировано находит отражение в научной литературе и практическом инструментарии.

Следует признать, что категория конкурентоспособности органично совмещает в себе как субъективную сторону, непосредственно связанную с кругом человеческих потребностей, так и объективную, абсолютную, которая должна отвечать необходимому уровню экологической, биологической безопасности, а также находиться в рамках социальных и этических норм общества.

Вместе с тем, необходимо признать прямую зависимость формирования конкурентоспособности от прохождения продукцией того или иного этапа ее жизненного цикла. Отправным моментом формирования конкурентоспособности конечной единицы продукции является стадия научно-исследовательских и опытно-конструкторских работ. Более того, указанный этап жизненного цикла продукции характеризуется недостаточной степенью изученности вопросов, связанных с управлением конкурентоспособностью. Такая ситуация представляется неоправданной в виду исключительной значимости стадии НИОКР для формирования конкурентоспособности. Исследования конкурентоспособности готовой продукции в рамках стадии НИОКР носит вероятностный характер, поскольку речь идет не о конечном реальном, а о потенциальном продукте.

Однако нельзя не признать факт соответствия механизма управления конкурентоспособностью на стадии НИОКР основным положениям общей теории управления. Следовательно, ключевые подходы общей системы управления могут быть перенесены на управление конкурентоспособностью продукции и рассмотрены в рамках одного этапа жизненного цикла, не подвергаясь существенным структурным изменениям. Суть изменений будет заключаться в различном содержании компонентов подсистемы структуры, которые представляют собой звенья структурной цепи управления конкурентоспособностью продукции.

Конкурентоспособность проектируемой продукции, непосредственно закладываемая на стадии научных исследований, корректируется и совершенствуется на этапе опытно-конструкторских работ, находясь в непосредственной зависимости от объема, правильности выполнения конструкторской документации и рациональной организации управления на этих этапах, что доказывается в ходе подробного анализа состава этих работ.

Анализируя экономическую сущность конкурентоспособности, необходимо признать ее тесную взаимосвязь с категорией качества продукции. Однако это не означает тождественности этих понятий, поскольку качество в данном случае проходит как составляющий неотъемлемый компонент конкурентоспособности. Вместе с тем специфика рассматриваемой стадии жизненного цикла продукции ставит вопросы качества во главу угла, следовательно, построение системы управления конкурентоспособностью не может не опираться на базовые выкладки уже существующих традиционных систем управления качеством продукции. Исследуя традиционные модели систем управления качеством, нельзя не отметить один их общий недостаток, который заключается, в основном, в сужении подходов управления до разработки стандартов, контроля соответствия существующих норм и устранения потенциальных дефектов. Все это подтверждает необходимость создания системы, обеспечивающей комплексное управление конкурентоспособностью разработок на всех уровнях структуры НИОКР в масштабах предприятия.

Исследование подходов к формированию системы управления конкурентоспособностью в реальных условиях на современных предприятиях выявил общий недостаток, который заключается в отсутствии комплексного подхода к управлению конкурентоспособностью, т.к. охватывает преимущественным образом лишь вопросы совершенствования качества продукции. Существенно затрудняет ведение деятельности по повышению уровня конкурентоспособности, несовершенство организационной базы управления, разобщенность служб и отделов, дублирование функций, а также неприспособленность самой структуры к меняющимся целям, задачам, тематике.

Важнейшей исходной составляющей высокой конкурентоспособности и эффективности НИОКР является проектирование и создание системы управления качеством НИОКР, поскольку на данном этапе жизненного цикла продукции отправным моментом, обеспечивающим конечную конкурентоспособность продукции, будет качество разработки. Несмотря на имеющиеся рекомендации по управлению качеством в процессе НИОКР, можно констатировать, что на практике эта работа представлена в виде набора разрозненных мероприятий. С этих позиций исследование основных свойств и особенностей НИОКР как системы имеет важное практическое значение, так как игнорирование последних бывает связано с ошибками в решении многих проблем по совершенствованию управления конкурентоспособностью НИОКР. В частности, необходимо проследить основные принципы построения системы управления, обозначить круг методов, расширить и дополнить список функций и представить общую схему построения системы управления конкурентоспособностью продукции на стадии НИОКР. Так, в качестве ключевых, справедливо выделить следующие принципы построения системы управления конкурентоспособностью продукции на стадии научно-исследовательских и опытно-конструкторских работ.

- 1) Принцип комплексности управления, характеризующий управляющее воздействие на процессы формирования конкурентоспособности продукции на стадии НИОКР за счет реализации всеми органами управления научно-технических, организационных, экономических, социальных мероприятий, выработанных на основе контроля и анализа процессов.

- 2) Принцип ведущего звена, состоящий в определении приоритетов. Из всей совокупности факторов необходимо выделить основные и сосредоточить на них управляющее воздействие с целью достижения главной цели системы. К числу основных факторов следует отнести: качество используемой информации, руководящих материалов; качество экспериментального оборудования и вычислительной техники; качество труда исследователей и проектировщиков и ряд других.
- 3) Принцип научной обоснованности, реализующийся при осуществлении управляющих воздействий на базе использования законов, передового опыта и достижений научно-технического прогресса.
- 4) Принцип плановости, заключающийся в проектировании системы, ее целей и задач, которые должны найти отражение в результатах работы, т.е. создании конкурентоспособной продукции.
- 5) Принцип обратной связи, отражающий замкнутый контур управления, присущий всем компонентам системы, в связи с чем, все подразделения должны выдавать и получать информацию о выполнении ими заданий в установленные сроки.
- 6) Принцип экономической, материальной и моральной заинтересованности коллектива и отдельных его исполнителей в результатах своего труда.
- 7) Принцип эффективности, который состоит в том, что система должна обеспечивать достижение как главной, так и частных рабочих целей при оптимальных затратах в кратчайший промежуток времени в соответствии с избранным критерием эффективности (обобщенные и комплексные показатели, характеризующие научно-технический уровень разработок и проектов, к которым, помимо конкурентоспособности продукции, относится также социально-экономическая эффективность, длительность цикла, доля проектов высшей категории в общем объеме и другие.)

Процесс управления конкурентоспособностью продукции предполагает наличие двух подсистем: управляемой (объект управления), и управляющей (субъект управления). Объектом управления конкурентоспособностью продукции на стадии НИОКР, в виду специфики этого этапа жизненного цикла продукции, что неоднократно подчеркивалось выше, являются качество и эффективность процессов всех стадий НИОКР и как результат – качество научно-технической документации.

В соответствии с иерархической структурой разработки объектами управления качеством НИОКР являются:

- качество отдельной разработки (темы, заказа) – первый уровень;
- качество отдельных стадий разработки (техническое предложение, техническое задание, эскизный проект, технический проект, рабочий проект и т.д.) – второй уровень;
- качество отдельных этапов разработки, входящих в стадии и выполняемых совместно несколькими подразделениями – третий уровень;
- качество отдельных работ, входящих в этапы и выполняемых отдельными подразделениями – четвертый уровень;
- качество отдельных операций, входящих в отдельные работы и выполняемых отдельными исполнителями (качество чертежа, проведенного эксперимента и т.д., то есть показатели качества процесса проектирования) – пятый уровень.

Субъектом управления конкурентоспособностью НИОКР являются органы управления, состоящие из руководителей и заместителей служб, отделов и конкретных исполнителей НИОКР. Органы управления как управляющая система представляют собой иерархическую многоуровневую систему и устанавливают ряд ступеней управления, связь между которыми осуществляется в порядке подчиненности.

Непосредственно процесс управления объектом, т.е. качеством НИОКР можно представить как комплекс следующих целевых функций:

- формирование целей, программ работ, оценка управляемого объекта;
- организация процесса управления и поддержание его на соответствующем уровне;
- мотивация комплексного воздействия в результате управления;
- контроль и учет;
- регулирование и поддержание качества, с целью приведения фактического состояния управляемого объекта к заданным нормативным параметрам.

Вместе с тем на всех стадиях НИОКР должны быть четко определены и поэтапно конкретизированы функции по управлению конкурентоспособностью продукции. С этой целью из всего многообразия функций, справедливых для управления вообще и определяющих управленческую деятельность

необходимо рассмотреть наиболее важные и существенные, специфические для каждого этапа проектирования. Причем на ранних стадиях НИОКР преобладают функции оценки качества проектируемой продукции. На более поздних стадиях – это контрольные функции техдокументации на соответствие показателей качества параметрам технического задания, а также оценка и контроль обеспечивающих разработку элементов и затрат.

Так для усиления комплексности и системности в воздействии на конкурентоспособность НИОКР следует признать целесообразным введение целого ряда новых функций управления. К ним можно отнести такие как:

- прогнозирование и планирование конкурентоспособности продукции,
- аттестация конкурентоспособности проектов,
- оценка метрологического и технологического обеспечения проекта,
- контроль показателей качества проектируемого изделия на соответствие техническому заданию,
- проведение конкурса проектов и т.д.

Реализация функций управления осуществляется посредством ряда методов, носящих характер управляющего воздействия для формирования и обеспечения заданного уровня качества научно-технической документации. Учитывая специфический характер создания новой продукции, рационально выделить в особую группу научно-технические методы, к коим можно причислить следующие:

Разработка конструкторских и технологических мероприятий по достижению запланированного уровня, на основе анализа лучших образцов с учетом достижений науки и техники;

Проведение теоретических и экспериментальных исследований в объемах, достаточных для подтверждения принятых решений, сравнения различных вариантов схем;

Определение, классификация и прогнозирование показателей конкурентоспособности, оптимизация их уровня;

Совершенствование методов статистического регулирования качества продукции;

Проведение работ по стандартизации, унификации разрабатываемых конструкций, технологических процессов, оборудования, применяемых материалов и комплектующих изделий.

Имея на вооружении подобную схему поэтапного осуществления функций, структуру системы управления конкурентоспособностью можно представить в виде совокупности подсистем:

- 1) Подсистема обеспечения высокого качества научно-технической документации на всех стадиях НИОКР;
- 2) Подсистема обеспечения высокого качества процессов НИОКР;
- 3) Подсистема обеспечения высокой эффективности процессов НИОКР.

Внутри каждой подсистемы можно выделить следующие структурные элементы:

Для первой подсистемы это будут:

1. Прогнозирование научно-технического уровня НИОКР.
2. Планирование показателей качества НИОКР.
3. Конструкторско-технологическое и метрологическое обеспечение процессов НИОКР.
4. Обеспечение материальными ресурсами процессов НИОКР.

В рамках второй подсистемы необходимо предпринять следующие шаги:

1. Обеспечение бездефектного проектирования научно-технической документации.
2. Информационное и организационное обеспечение процессов НИОКР.
3. Оперативный контроль и регулирование процессов НИОКР.
4. Кадровой квалификационное и социальное обеспечение процессов НИОКР.

Третья подсистема предполагает осуществление следующих мероприятий:

1. Автоматизация системы управления конкурентоспособностью НИОКР.
2. Оценка экономической эффективности новой техники и системы управления.
3. Материальное и моральное стимулирование качества и эффективности НИОКР.

Такая структура является своего рода идеальной моделью системы управления конкурентоспособностью, т.е. имеющей все необходимые подсистемы для достижения цели системы и согласующейся с целью и структурой более высокого порядка. Впоследствии сопоставление существующей системы с ее идеальной моделью должно происходить соответственно следующим слагаемым системы управления: оценка полноты процесса управления; соответствие применяемых

форм и методов управления с точки зрения достижения целей; организационная структура и информационное обеспечение системы.

Применяя разработанную модель по отношению к реальной системе управления конкурентоспособности на НИОКР, можно весьма точно зафиксировать следующие моменты:

- организационное обеспечение всех целей в структуре;
- определение системы ответственности за достижение целей;
- дублирование однородных видов деятельности по достижению целей;
- основные задачи по управлению конкурентоспособностью;
- рациональный состав подразделений, обеспечивающих реализацию поставленных целей по управлению конкурентоспособностью;
- количество выполняемых ими функций, их взаимосвязи;
- объем получаемой и перерабатываемой информации.

Все вышеуказанные преимущества, достигаемые с помощью описанного способа реформации организационной структуры управления конкурентоспособностью продукции на стадии НИОКР, создают, в свою очередь, основу для новых структурных подразделений и возможность интеграции всей совокупности функций управления конкурентоспособностью в едином экономическом подразделении.

ЛИТЕРАТУРА

- [1] Антонов, Г.А., Основы стандартизации и управление качеством продукции: учебное пособие для студ.вузов / Г.А. Антонов -СПб.: Изд-во СПбУЭФ, 1995.
- [2] Басовский, Л.Е., Управление качеством: учебник / Л.Е.Басовский, В.Б.Протасьев. - М.:ИНФРА-М, 2001. -212 с.
- [3] Григорьева, Н.С., Управление персоналом для обеспечения качества конструкторской документации / Н.С. Григорьева, А.Н. Иноземцев, Д.И. Троицкий // Методы менеджмента качества. – 2003. - № 12.
- [4] Клепиков, А.С., Особенности внедрения систем менеджмента качества в научно-исследовательских учреждениях / А.С. Клепиков, С.А. Погребняк, М.В. Моисеенко // Стандарты и качество. - 2000 - № 12.

КЛАСТЕРНАЯ ПОЛИТИКА И КЛАСТЕРНЫЕ ИНИЦИАТИВЫ – СОВРЕМЕННЫЕ ТЕХНОЛОГИИ МЕНЕДЖМЕНТА РЕГИОНА

Стрябова Елена¹, Евтич Сладжана²

¹Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия,
stryabkova.elena@mail.ru

²Доктор Милан Бане Джорджевич", Велика Плана, Сербия, sladjana.jevtic@gmail.com.

Резюме: В статье рассмотрены актуальные вопросы реализации кластерной политики и кластерных инициатив на примере некоторых стран Европы и проблемы реализации кластерной политики в регионах России.

Ключевые слова: кластерная политика, кластерная инициатива, конкурентоспособность региона.

В условиях глобализации мировой экономики региональная политика становится параметром конкуренции. Президент Европейской ассоциации региональной науки Р. Камани считает, что в современных условиях проблемы территориальной конкуренции приобретают первостепенное значение для политики регионального развития [1]. Важнейшим направлением управленческой деятельности в рамках региональной конкурентной политики следует считать достижение конкурентоспособности. Последователь М. Портера, М. Энрайт, предположил, что конкурентные преимущества создаются не на национальном уровне, а на региональном уровне, где главную роль играют исторические предпосылки развития регионов, разнообразие культур ведения бизнеса, организация производства и получение образования. На основе исследования нескольких отраслей промышленности, сконцентрированных в определенных регионах мира, Энрайт пришел к выводу о существовании региональных кластеров. Региональный кластер – это географическая агломерация фирм, работающих в одной или нескольких отраслях хозяйства[2]. Главными детерминантами развития региональных кластеров являются четыре стороны ромба конкурентных преимуществ М. Портера.

Российский эксперт в области исследований кластеров - И. В. Пилипенко выделяет кластерную политику двух поколений. Кластерная политика первого поколения представляет собой комплекс мер, осуществляемых государством по идентификации кластера, определению поля деятельности формирующих кластер фирм, созданию государственных органов поддержки кластера и осуществлению общей политики стимулирования развития всех кластеров в стране. Кластерная политика второго поколения базируется уже на хорошем знании о существующих в стране кластерах. Она подразумевает индивидуальный подход к проблемам развития каждого кластера в отдельности, так как государство может выступать в качестве менеджера, заказчика, инициатора производственного процесса, брокера, сводящего производителя и потребителя внутри кластера, и источником финансирования для фирм, работающих в кластере. Так, Энрайт, а за ним и российские исследователи, выделяет 4 различных типа кластерной политики, которые отличаются друг от друга по роли государства при ее проведении [2]:

- 1) Каталитическая кластерная политика, когда правительство сводит заинтересованные стороны (например, частные компании исследовательские организации) между собой, но обеспечивает ограниченную финансовую поддержку проекта;
- 2) Поддерживающая кластерная политика, при которой каталитическая функция государства дополняется его инвестициями в инфраструктуру регионов, образование, тренинг и маркетинг для стимулирования развития кластеров;
- 3) Директивная кластерная политика, когда поддерживающая функция государства дополняется проведением специальных программ, нацеленных на трансформацию специализации регионов через развитие кластеров;
- 4) Интервенционистская кластерная политика, при которой правительство наряду с выполнением своей директивной функции перенимает у частного сектора ответственность за принятие решений о дальнейшем развитии кластеров и посредством трансфертов, субсидий, ограничений или регулирования, а также активного контроля над фирмами в кластере, формирует его специализацию.

Данная классификация показывает, что в зависимости от поставленных целей и культуры предпринимательства в стране государство может играть различную роль в проведении кластерной политике. Исследователи считают, что в большинстве малых стран Европы в настоящее время осуществляется кластерная политика первого поколения. Государственная кластерная политика второго поколения, которую можно отнести к типу поддерживающей, по Энраиту, проводится в Финляндии, Австрии, Швеции, Нидерландах и Франции, где правительствами стран были инициированы программы, ориентированные на решение индивидуальных проблем национальных кластеров.

Результаты исследований по малым странам совпадают с общей тенденцией действий государственных властей по отношению к кластерам. Так, согласно исследованию Энрайта, в 40% из 160 региональных кластеров, развивающихся в настоящее время в мире, локальные и региональные органы власти проводят поддерживающую кластерную политику. Каталитическая политика проводится национальными, региональными и локальными органами власти по отношению к 20% региональных кластеров, директивная - по отношению к 5% кластеров, а интервенционистская - для 2-3% кластеров. При этом наблюдается следующая тенденция: при движении по правительственной вертикали сверху вниз (от наднациональных как Европейский союз и национальных к региональным и локальным органам власти) увеличивается доля правительств, проводящих специализированную кластерную политику - от 18 до 70% [2]. Т.е. видна четкая тенденция, чем «ближе» к региональному кластеру находятся государственные органы, тем они более интенсивно проводят кластерную политику. Это доказывает необходимость активного участия региональных и локальных властей в кластерной политике, так как они могут более оперативно и эффективно решать вопросы, связанные со стимулированием развития местных кластеров.

Инициаторами проведения кластерной политики могут выступать не только центральные органы управления, которые проводят кластерную политику «сверху», но и региональные власти или местные объединения предпринимателей, предлагающие реализацию программ стимулирования развития кластеров «снизу» [2]. Такие программы получили название кластерная инициатива (cluster initiative), которая определяется, как организованная попытка увеличить темпы роста и конкурентоспособность кластера в определенном регионе, вовлекая в процесс кластерные фирмы, государство и/или исследовательские институты.

Для того чтобы обобщить знания о кластерных инициативах, шведские экономисты О. Сольвелл, Г. Линдквист и К. Кетельс провели исследование, в результате которого выяснилось, что в 2003 г. в мире развивалось 509 кластерных инициатив, при этом представители 238 инициатив участвовали в опросе, проведенном этими исследователями [2]. По странам они распределяются следующим образом: Новая Зеландия - 32 кластерные инициативы; США - 28, Великобритания - 25; Япония - 20; Австралия, Австрия и Испания - по 13; Финляндия и Швеция - по 11; Германия - 10; Бельгия и Дания - 8; Венгрия, Нидерланды, Франция и трансграничные кластеры (кластеры, расположенные на территории нескольких государств) - по 5; Канада и Норвегия - 4; Кипр, Монголия, Турция и Эстония - по 2; Ирландия, Исландия, Латвия, Литва, Малайзия, Польша, Чили, Швейцария и ЮАР - по 1 кластерной инициативе. Авторы подчеркивают, что активнее всего кластерную политику проводят развитые страны и страны Центрально-Восточной Европы. Наиболее распространенные отрасли: информационные технологии, медицинское оборудование, производственные технологии, телекоммуникационное оборудование, биотехнологии, фармацевтика и автомобильная промышленность. Большая часть кластерных инициатив (72%) стартовала с 1999 г., т.е. процесс активно развивается всего 10 лет. Государственные решения в 32% случаях начинали кластерные

инициативы, в 27% случаев инициатива шла от частных предпринимателей, а в 35 % случаев – с обеих сторон. Источники финансирования распределялись следующим образом: государство – 54 %, частные компании – 18 %, обе стороны – 25 %. Все кластерные инициативы расположены компактно: в 50 % кластеров члены кластера располагаются в часе езды на автомобиле. Подавляющее большинство кластерных инициатив имеют своего менеджера или команду менеджеров.

В связи с развитием кластерных инициатив стал развиваться кластерный консалтинг – предоставление услуг в связи с проектом выделения на территории региона определенного кластера, а также преподавание теоретических основ управления кластерными инициативами с использованием метода ключей успешных кластерных проектов, и кластерный менеджмент - системы знаний об управлении кластерами.

А. Фукс-Уильямс, предложил схему действия менеджера кластерной инициативы, состоящую из 12 этапов [2]:

- Объяснение уместности кластера в регионе;
- Идентификация кластера;
- Начальный анализ;
- Формирование команды;
- Определение желаемого результата;
- Составление плана достижения желаемого результата;
- Составление плана немедленных действий;
- Начало кластерной инициативы;
- Формализация развития кластера;
- Усовершенствование плана развития кластера;
- Оценка развития кластера;
- Функциональное соединение кластера с другими кластерными инициативами.

Фукс-Уильямс отводит менеджеру ключевую роль при организации кластерной инициативы. Рыночные силы создают кластер, однако не следует устойчивый рост кластера оставлять в руках рыночных сил. По его мнению, высокоразвитые кластеры отличаются высоким доверием между партнерами, быстрым обменом специфической информацией, одновременным соперничеством и сотрудничеством между фирмами, географической близостью предприятий-членов кластера, наличием общественных инвестиций и конкретной программы будущего развития. Однако для достижения таких результатов необходима кропотливая работа менеджеров кластерной инициативы.

Рассмотрим примеры реализации кластерной политики в некоторых странах Европы.

Одна из самых сильных сторон датской фармацевтики — фундаментальные исследовательские разработки. Зачастую именно на это и делается основной упор в вопросах создания, производства и продвижения новых медицинских препаратов. Очередным шагом в этом направлении стала реализация в 1997 году сразу двумя странами (Данией и Швецией) проекта Медиконовой долины — научно-исследовательского комплекса в сфере медико-биологических технологий.

Долина располагается между датским районом Большого Копенгагена и регионом Сконе в Южной Швеции. Сейчас она объединяет исследовательские центры, университеты, больницы и медицинские учреждения, а также компании, работающие в секторах фармакологии и биотехнологий, в том числе Novo Nordisk, H.Lundbeck и AstraZeneca. В общей сложности там работают 140 биотехнологических компаний, 70 фармацевтических, 130 медико-технологических, 15 клинических исследовательских центров, 14 университетов, в которых насчитывается 140 тыс. студентов и 10 тыс. исследователей. Среди фармацевтических и биотехнологических кластеров «Долина Медикон» является третьим в мире, уступая лишь аналогичным кластерам в пригороде Бостона и Сан-Франциско (США).

Основная масса разработок в Медиконовой долине ориентирована на такие области, как онкология, диабет, различные воспаления, а также сферы иммунологии и неврологии. Кроме того, специалисты уделяют большое внимание изучению пищевых ферментов, активно развивают сотрудничество с исследовательскими и R&D-подразделениями крупнейших компаний пищевого сектора.

В Медиконовой долине возникает синергетический эффект за счет концентрации и совместной работы тысяч специалистов в медицинской и биологической отраслях. Благодаря этому в выигрыше оказываются все: и компании, занимающиеся исследованием и разработкой новых препаратов, и ученые, получающие финансирование на свои разработки, и студенты, имеющие доступ к качественному образованию и практическому опыту, и, наконец, пациенты — жители регионов, в которых расположена долина. По свидетельству специалистов долины, ее население (около 3,5 млн), как правило, сознательно и весьма активно участвует в медицинских исследованиях, проводимых в клинических центрах, отчетливо осознавая свою социальную ответственность и необходимость

технологического развития фармацевтической отрасли. При этом положительным моментом является и этническая гомогенность населения, что крайне важно, к примеру, для генетических исследований. Развитие кластера началось в середине 90-х годов в соответствии с программой ЕС, в рамках которой была создана институциональная основа и обеспечено финансирование его развития. Целью программы была интеграция всех участников кластера (фирм-производителей, клиник, научных центров и университетов). Для достижения цели была создана «Академия Долины Медикон», создавшая условия для сотрудничества ученых и менеджеров. Она способствовала обмену информацией в кластере между компаниями, университетами и медицинскими учреждениями. Одним из факторов, способствующих кластеризации региона, была научная база университетов Копенгагена, Мальме и Лунда. Данный кластер является одним из самых благоприятных в Европе для привлечения прямых иностранных инвестиций, сумма которых за 2002 год составила 650 млн. долл. Наряду с местными в кластере присутствуют такие известные фирмы как «Pfiser» и «Glaxo Wellcome». Большое значение в развитии кластера имеют государственные инвестиции, так в 2001-2003 г.г. на развитие межфирменной кооперации правительство Дании выделило 60 млн. долл., а правительство Швеции намерено выделить в 2006-2015 гг. 1,8 млрд. шв. кр. на финансирование деятельности, способствующей коммерциализации результатов научных исследований.

Кластер «Био-Долина» в Верхнем Рейне на стыке границ Франции, Германии и Швейцарии сформировался под воздействием европейской интеграции. В 80-х годах было предложено создать в верховьях Рейна «Силиконовую долину» с концентрацией в ней малых и средних предприятий, специализирующихся в фармацевтической и биотехнологической областях.

Создание кластера объясняется развитостью в пределах данного региона химической промышленности, которая постепенно трансформировалась в фармацевтическую. В концепции региональных кластеров М. Энрайт показал, что конкурентные преимущества химической промышленности Германии и Швейцарии в бассейне реки Рейн обусловлены тем, что в этих странах в XIX веке сформировалась общая школа органической химии. Уже в 80-е годы XX века в Швейцарии базировались 3 из 15 ведущих фармацевтических ТНК мира.

Евросоюз в рамках программы «Интеррег II» выделил на развитие «Био Долины» 2,2 млн. евро, что способствовало развитию и слиянию научно-производственных комплексов Швейцарии, Франции и Германии в один кластер. В рамках программы «Интеррег III» ЕС выделил еще 2,4 млн. евро на развитие этого кластера.

В 2005 году в нем действовало 300 компаний, включая «Pfiser», «Novartis», «Roche» и «Syngenta», а также 40 научно-исследовательских центров и 4 университета, в которых обучались 70 тыс. студентов (в кластере занимаются исследовательской работой 15 тыс. ученых).

Организационная структура кластера подобна «Латинской арке» - еврорегиону, объединяющему средиземноморские регионы Испании, Франции, Италии. Каждый регион представлен в структуре управления президентом, осуществляющим взаимодействие с координационным советом и с ЕС, имеющим в этой структуре представителя.

В рамках кластера швейцарские фирмы специализируются на производстве фармацевтических препаратов, немецкие занимаются НИОКР, а французские предоставляют логистические услуги и являются основными поставщиками французских фирм.

Развитию кластера способствовало его расположение в центре Европы, включая транспортную близость к важнейшим центрам региона и его положение на пересечении ведущих магистралей, что способствовало привлечению прямых иностранных инвестиций в «Био Долину».

Идея новой территориальной и индустриальной политики на протяжении нескольких лет разрабатывалась правительством Франции. Ее цель — усиление конкурентоспособности ведущих высокотехнологичных предприятий как внутри страны, так и на международных рынках. Под созданием полюсов конкурентоспособности во Франции понимают формирование крупных научно-производственных комплексов — своеобразных зон, объединяющих деятельность высокотехнологичных предприятий и научных институтов в различных отраслях экономики (кластеров)[6].

В 2005 году правительство Франции решило поддержать развитие 66 кластеров, обладающих конкурентными преимуществами в международном разделении труда, в том числе 16 кластеров мирового значения. С тех пор число кластеров, имеющих четкие географические границы и получающих поддержку как из Парижа, так и из региональных агентств развития, выросло до 71. Они включают в себя как новые отрасли нанотехнологии, биотехнологии и микроэлектроники, так и более традиционные авиационную, оборонную промышленность, транспортное машиностроение. Ежегодно на кластеры тратится 950 млн. долларов из госбюджета, причем все средства идут на научно-исследовательские работы. Франция создала два агентства — Национальное инновационное агентство с бюджетом в 2,1 млрд. долларов в год и Национальное исследовательское агентство с бюджетом 1

млрд долларов для финансирования кластеров. Часть средств тратится на кредиты перспективным стартапам. Кроме того, компании, ведущие научно-исследовательскую работу в кластерах, получают налоговые льготы: налог на прибыль от патентов снижен для них с 19 до 15%, на первые три года они полностью освобождаются от уплаты налога на прибыль, а в течение еще двух лет ставка этого налога будет составлять лишь 50% от обычного размера, предприятия могут быть на пять лет освобождены от налога на недвижимость и ряда региональных сборов. Существенные налоговые послабления предусмотрены для персонала, связанного с прогрессивными научно-производственными проектами. Например, для ряда категорий работников полюсов (исследователей, инженеров, менеджеров и других специалистов) существенно сокращен объем социальных сборов.

Шесть международных полюсов конкурентоспособности — особых научно-производственных комплексов, претендующих на звание мировых лидеров в своих областях которым правительство Франции решило уделить особое внимание:

- 1) Полюс «Аэронавтика, космос и бортовые системы» (объединяет предприятия в области аэронавтики и космоса).
- 2) «Лионский Биополюс» (комплекс, специализирующийся на разработке и диагностике вакцин).
- 3) Полюс «МедиТек Санте» (высокотехнологичное производство в области медицины).
- 4) Полюс «Миналоджик» (разработки в области микро- и нанотехнологий).
- 5) Полюс «Безопасные коммуникационные решения» (программное обеспечение, микроэлектроника и мультимедиа).
- 6) Полюс «Систематик» (комплексные системы планирования).

По мнению специалистов, важный фактор новой индустриальной политики Франции — продуманная административная поддержка. Для существенного облегчения административных процедур каждый полюс конкурентоспособности курирует ответственный за него чиновник из упомянутой межведомственной комиссии. Одновременно четко определены сферы ответственности всех причастных к новым проектам государственных ведомств. Так, предприятия, планирующие совместно с государственными научными центрами работать над теми или иными фундаментальными исследованиями, должны обращаться в Национальное агентство по науке. Это ведомство призвано отбирать и субсидировать разработку технологий, коммерческое использование которых возможно лишь в отдаленной перспективе.

Если же коммерческая реализация проекта возможна раньше, в течение ближайших пяти лет, то финансирование осуществляется напрямую — за счет средств фондов конкурентоспособности предприятий. Эти фонды находятся в ведении особой государственной структуры — Межведомственной генеральной дирекции предприятий. Другой государственной структуре — агентству инноваций OSEO — поручено рассматривать проекты малого и среднего бизнеса. А наиболее масштабные проекты (смета которых превышает 10 млн евро) курирует Агентство промышленных инноваций.

Наконец, четко прописан путь заявки на реализацию того или иного инновационного проекта. Он состоит из трех этапов. Сначала проект должен пройти отбор внутри конкретного полюса — его руководство отбирает наиболее актуальные и достойные внимания заявки. Второй этап — утверждение заявки региональной финансовой комиссией, ответственной за данный полюс. Эта комиссия имеет право на доработку предложений и внесение корректив, и именно она определяет, на какие льготы или дотации может претендовать заявка. Третий, завершающий, этап состоит в том, чтобы получить одобрение заинтересованных министерств и агентств, после чего участники проекта могут пользоваться налоговыми послаблениями, государственными дотациями и прочими преференциями.

В рамках кластеров объединены игроки как частного, так и государственного секторов — от компаний, занятых в производстве, до университетов, проводящих исследования. Благодаря тому, что кластеры имеют четкие географические границы, получают поддержку национальных и региональных агентств развития и местных властей, они играют положительную роль в повышении конкурентоспособности французских компаний. Правда, речь идет о компаниях лишь в тех секторах, где имеются конкурентные преимущества. Кластеры мало могут дать секторам прежних технологических циклов, где основные преимущества сегодня достигаются не за счет технологий, а за счет дешевой рабочей силы. При этом не все города и регионы с концентрацией компаний той или иной отрасли могут стать успешными кластерами. Для этого необходимо сочетание целого ряда факторов. Во-первых, важна общая стратегия развития для всех участников, будь то частные компании или государственные университеты. Во-вторых, сложившееся партнерство между разными игроками. В-третьих, концентрация технологий, которые необходимы рынку. И не последнюю роль играет известность кластера в мире.

Юго-западный регион Франции, где находятся французские заводы европейского проекта Airbus, — знаменитый центр авиакосмической отрасли. В Тулузе проходит финальная стадия сборки магистральных самолетов для европейского концерна Airbus, основанного в 1971 году и ставшего наряду с Boeing одним из ведущих мировых производителей таких машин. Там же, в регионе Тулузы-Бордо, сосредоточено производство военной авиации в рамках европейского концерна EADS. В год только на Airbus выпускаются почти 500 самолетов десяти разных типов, включая модель A380.

В другом конце Франции, в регионе Норд-Па-де-Кале, находится кластер машиностроения для железнодорожного транспорта. Здесь, в Амьене и Лилле, производится 60% выпускающихся в стране локомотивов и вагонов. В кластер объединены более 40 компаний, в том числе такие лидеры отрасли, как Alstom, Bombardier и Arbel-Fauvet-Rail. Тут расположен крупнейший в Европе железнодорожный испытательный центр и разрабатываются новейшие технологии для железнодорожного транспорта как в национальном масштабе, так и в локальном (например, для метрополитена). Три кластера международного значения специализируются во Франции на биотехнологиях и фармацевтике, превращая эти отрасли в одни из ведущих в стране. «Медицинский регион» Парижа, «биополос» Лиона и «терапевтический кластер» вокруг Страсбурга собрали тысячи компаний и сотни исследовательских центров. В «Большом Париже» в единый кластер объединены Институт Пастера, биотехнологические лаборатории Центра атомной энергии и Evry Grenoble, которые специализируются на исследованиях инфекций, заболеваний центральной нервной системы и глаз. Этот кластер стал мировым лидером в медицинской информатике, молекулярной и клеточной медицине. В Лионе специализируются на инфекционных заболеваниях и медицинской диагностике. Здесь сосредоточены 450 крупных компаний (среди них Biomerieux, Sanofi Pasteur, Roche, Merial) и тысячи небольших фирм. Здесь же разработаны и противовирусные препараты для борьбы с гриппом, в частности компанией Roche против «свиного гриппа» (в разгар новостей о распространении инфекции акции компании резко вздорожали), ведутся исследования для производства препаратов против лихорадки Эбола и ВИЧ. В кластере в Эльзасе расположились компании по выпуску медицинских инструментов, лекарств и биотехнологий. На берегах Рейна создана своеобразная «Биотехнологическая долина», объединяющая кластеры Франции и соседствующих Германии и Швейцарии, благодаря чему достигается мощный синергетический эффект. Правительство Франции активно использует дирижистскую кластерную политику, превращая страну в ведущую конкурентоспособную экономику мира.

Итак, с развитием кластеров многие страны Европы связывают повышение своей конкурентоспособности на мировых рынках. Формирование и развитие региональных кластеров будет оказывать влияние на изменение места европейских стран в системе мирового хозяйства, актуально это и для стран с переходной экономикой.

Для отработки механизмов кластерного подхода департамент территориального развития МЭРТ приступил к разработке пилотных проектов по созданию кластеров на примере Нижнекамского нефтехимического кластера, кластера Нижнего Приангарья, автомобильного кластера в Поволжье, Санкт-Петербургского морского кластера, Ивановского текстильного кластера, кластера по переработке титана «Титановая долина» в Свердловской области.

Необходимо отметить некоторые объективные трудности, стоящие на пути принятия и реализации кластерной политики в странах с переходной экономикой. Исследователями стокгольмского Центра стратегии и конкурентоспособности [3] отмечается, что в странах с переходной экономикой органы власти занимают более пассивные позиции в отношении инициации процессов развития кластеров: кластерная политика осуществляется более чем в 2 раза реже, нежели в развитых странах (в этом аспекте страны с переходной экономикой выглядят даже хуже развивающихся стран).

Национальная кластерная политика необходима в любом случае и уже зарекомендовала себя в качестве успешного инструмента экономического развития в ряде европейских стран. Однако следует принимать во внимание тот факт, что в кластере, как никогда, становится важна роль местных органов власти. Дело в том, что многие экономические, социо-культурные, инфраструктурные и другие особенности региона могут быть адекватно и своевременно выявлены только «изнутри». Кроме того, малый и средний бизнес, занимающий основополагающее место в кластере, не в состоянии наладить эффективные контакты с правительством федерального уровня. В то же время, региональные и муниципальные власти обладают более полной информацией о деятельности конкретных предприятий, они способны и даже заинтересованы в налаживании конструктивных взаимоотношений с местным бизнес сообществом и прочими участниками кластера.

По мнению Б. Маркова [4], проблемы, затрудняющие реализацию кластерной политики в России, образуют три взаимосвязанных блока (рис. 1). Насколько успешно можно избежать обозначенных проблем, во многом зависит от федеральных и региональных органов власти.



Рис. 1. Проблемы реализации кластерной политики в России [4]

Задачи кластерной политики на уровне отдельных территорий более предметны и помимо косвенного стимулирования развития кластеров могут включать в себя набор мер прямого регулирования и управления процессами кластеризации. К компетенции местных органов власти также относится непосредственная разработка и реализация стратегии развития кластеров. Основные задачи региональной кластерной политики и мероприятия по их реализации представлены в таблице 1.

Таблица 1. Задачи региональной кластерной политики

Задачи кластерной политики	Диагностика кластера	Поддержание кластерных инициатив	Стимулирование развития кластера	Мониторинг развития кластера
Методы и инструменты реализации кластерной политики региона	1.Идентификация кластера; 2.Анализ социально-экономических условий региона; 3.Выявление ключевых факторов успеха; 4.Оценка конкурентоспособности кластера; 5.Формирование портфеля кластерных инициатив в регионе; 6.Ранжирование кластеров по приоритетности с позиций регионального развития	1.Выделение организации-фасилитатора и содействие ее усилиям по формированию кластера; 2.Содействие созданию группы лидеров; 3.Институализация кластерной инициативы; 4.Разработка видения кластера, направлений его деятельности, стратегического плана, плана мероприятий по его реализации	1.Организационная помощь в координации усилий участников кластера; 2.Поддержка создания и развития инфраструктуры; 3.Содействие в подготовке кадров и обучении; 4.Налоговые и другие льготы для участников кластера и др.	1.Оценка эффекта от кластерных инициатив на развитие кластера и его субъектов; 2.Оценка воздействия кластера на регион; 3.Корректировка мер региональной кластерной политики; 4.Разработка системы показателей развития кластера и методики их сбора и анализа

Следует отметить важность информационной поддержки мероприятий, осуществляемых в рамках реализации кластерной политики, и освещения их результатов. Распространение информации о существующем положении дел и предпринимаемых кластерных инициативах должно осуществляться на всех этапах реализации кластерной политики.

Основным инструментом реализации кластерной политики, как на федеральном, так и на субнациональном уровне выступает комплекс образовательных и консультационных мероприятий, осуществляемых с привлечением заинтересованных сторон и ведущих специалистов. Эти мероприятия могут проходить в формате семинаров и конференций, круглых столов и совещаний, а также должны включать в себя серии тематических публикаций и образовательных курсов.

Реализация кластерных инициатив предполагает отбор программ развития кластеров и их реализация, оценка их эффективности и при необходимости — корректировка. Например, на территории Белгородской области выявлены четыре региональных кластера: строительный, металлургический, аграрно-пищевой и туристический. Эти кластеры различны по степени их зрелости, имеют различную степень важности для региона, и комплекс управляющих воздействий в отношении данных кластеров будет различен. Для одних кластеров необходима политика поддержки, для других — инициирования, а для некоторых — реструктуризации. Считаем, что для сохранения конкурентоспособности ключевых отраслей экономики России необходима реализация кластерного подхода к развитию экономики регионов. Интересен кластерный подход и к развитию экономики Сербии.

В заключение необходимо подчеркнуть, что кластерная политика заключается в создании условий для формирования и развития кластеров, но никак не в искусственном создании самих кластеров непосредственно. Каждая страна и регион характеризуются собственной уникальностью, которая имеет значение для их конкурентоспособности, поэтому возможные направления кластерной политики следует искать на стыке локальных и глобальных перспектив развития. Опыт других стран и территорий, несомненно, важен при определении целей и разработке механизмов реализации кластерной политики. Однако, при выборе тех или иных инструментов государственного вмешательства в экономическое развитие, необходимо учитывать специфические местные условия. Существует множество межрегиональных различий в стартовых позициях, экономической структуре и институциональных особенностях, поэтому то, что работает в одном регионе, не обязательно приемлемо или выполнимо в другом.

В условиях России, наряду с четко определенной позицией федерального центра относительно кластерной политики, представляется необходимым более активное участие местных органов власти. Чтобы кластерная политика не превратилась в очередной инструмент лоббирования политических и отраслевых интересов, она должна охватывать, по возможности, максимально широкий круг участников. При определении мероприятий, обеспечивающих реализацию кластерной политики, надлежит основываться на тщательном, непредвзятом анализе с привлечением представителей органов власти и бизнеса, независимых консультантов, а также авторитетных международных и региональных экспертов.

ЛИТЕРАТУРА

- [1] Черная, И.П., Региональная политика устойчивого развития: проблемы и особенности формирования и реализации в Российской Федерации // Менеджмент в России и за рубежом — 2006. - №2 — с.76 — 83.
- [2] Пилипенко, И.В., Конкурентоспособность стран и регионов в мировом хозяйстве: теория, опыт малых стран Западной и Северной Европы. — Смоленск, Ойкумена, 2005.
- [3] Ketels, C., Lindqvist, G., Sölvell, Ö., Cluster Initiatives in Developing and Transition Economies. Center for Strategy and Competitiveness, Stockholm. First edition, May, 2006.
- [4] Марков Л.С., Ягольницер М.А., Экономические кластеры: идентификация и оценка эффективности деятельности. Новосибирск: ИЭиОПП СО РАН, 2006.
- [5] Портер М.Э. Конкуренция, Пер. с англ. — М.: Издательский дом «Вильямс», 2005. — с. 205.
- [6] Кокшаров А. Кластерное будущее // Эксперт - №4(36), 18-25 мая, 2009.

APPLICATION OF THE NEW CONCEPTS AND TECHNOLOGIES IN MANAGEMENT

Subotić Biljana

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** Dealing of the contemporary business organizations of any type is very hard to be organized based on a traditional principle. The main reason for this is the permanent changes that occurred under the influence of the modern society and contemporary way of organizing the work and business. In this work, we will focus on the new concepts of performance management, competence and knowledge, as well as digital dimensioning of management and intelligent organization.*

***Key words:** Digital focus of the management and digital dimensioning, team and organizational learning, performance management, competitive, and knowledge*

1. INTRODUCTION

Management, as a science, became esteemed during 19th century, when the new basic concepts of management were defined. Traditional managerial theories have identified those functions, but not in the ways in which management accomplish those functions. Behavioural theories of management describe the most important attributes of "a genuine world of a manager", those are: large job with different topics, fast working tempo and life with frequent usage of phones, different fragmentations and concise approach to work, often without possibilities of a "long thinking", orientation towards problems and promptly focusing on crucial details, complex network of different contacts and interactions, inevitableness of verbal communication.

Numerous managerial roles are realized through three groups of activities:

- Program activities in which managers appoint programs of work based on long-term objectives (3-5 years)
- Communication activities used for building of network business and other contacts at all business levels
- Executive business activities that will be used to achieve goals and program of work using their business networks

However, the contemporary managerial systems define three groups of roles, which carried out by managers in modern circumstances. There are three main categories of roles:

- Interpersonal roles - managers motivate, advise, stimulate employees and expected of them behaviours appropriate to emotionally stable beings.
- Information roles - managers follow professional activities; distribute information through reports and indicators in a business - representative way.
- The roles of making decisions – managers making decisions on products, services, resource allocating, planning priority settings, organizing, leadership, monitoring and control of deviations with ability of negotiating and tolerating different opinions and orientations.

Bearing in mind the fact that theme of this study is analysis of contemporary managerial techniques, on this occasion analysis will include several points of analysis. In the first point, we are going to speak about basic

settings and characteristics of organization that learn, “learning organization” and question of importance and role of the management in these activities.

The following section shows digital dimension of management as the sphere of modern management. After that, emphasis will be given to the intelligent organizations and the importance and role of management in these circumstances.

The last part is about managerial concepts in intelligent organization. It is crucial to say that in the managerial processes, goal of performance is to improve continuously performances such as setting goals, education, feedback systems and development.

2. NEW CONCEPTS IN MANAGEMENT

2.1. Basic Characteristics of Learning Organization

In paradigm of management represented by “learning” organization, a systemic problem solving is preferred, experimentation with new ideas, continual learning, deepening and modification of knowledge through experience. We learn from our own history, we learn from experience of other and in flows of fast transfer knowledge, which organization shares with its environment.

Management that is committed to building of a learning organization must have communication skills for creating a context which supports and encourages learning and sharing of information and knowledge among all employees in the organization, but also with partners and clients of the environment.

The concept of learning organization based on following five characteristics¹:

- Systematic opinion - That means that every member of the organization understands its job and the manner in which his or her job influence on the total result of organizations and to the satisfaction with the final products, which consumers use;
- Clear organization vision - It means that every member of the organization has a unique view of the organization purpose and its impact on achieving that purpose;
- Changing of mental models - This implies to changing of routine access to the job into abstract process, which people use for solving of problems;
- Team learning - members of the organization work together, they develop together solution of the problems, and they apply the solution together. Working in a team, and not separate on individual basis, a collective organizational forces that enables faster and easier achieve organizational goals is developing;
- Personal influence - all members of the organization are oriented toward the deep and rich understanding of their work. This understanding assists in bringing important changes and avoidance of resistance, and the confrontation to those changes. The concept of "learning" organization is applicable to the different structures and different size organization.

2.2. Digital Dimension of Management

Modern management is defined as a process is in which managers are working with other people and with their resources, including other organizational resources to achieve organizational objectives. Managers achieve organizational goals with four primary procedural functions - planning, organizing, influencing, i.e. making impacts (through understanding and acceptance) and controlling.

A significant development support is current in managerial theory, which pointed out that "management in practice must include digital dimensions that complements support and strengthen the procedural planning function, organizing, influencing, and controlling of the state".

In relation to traditional concept, which uses the term "management" or "leading", in the concept of modern management the term influencing is used i.e. achieving influencing through understanding and achieving impacts. The word understanding is especially important because it assumes possibility to achieve coherent situations between managers and other members of organization.

The term digital clearly supports the implementation of information technology and communication networks, focusing on the Internet, as well as all Internet technologies. Digital dimensions are related to the segments of modern management that focus management of changes through the Internet and realization of information-communication technological opportunities. In creating of digital dimensions, which is known as

¹ Djordjevic-Boljanovic J., Knowledge management: concept, characteristics and perspectives, M.A. examination, Faculty of Management BK University, June 2005

"digital dimensioning" too, the managers apply specific combinations of the Internet and electronic technological support, as the best help in achieving of organizational goals.

The goal of the "digital dimensioning" is creating of high performance organization and high level of self-respect for the members of the organization. This means that all members by their behaviour are making an organizational doctrine under which each employee must be inspired by the feels of exciting because it comes to work or because they are taking part in a spiral dynamics of organization.

This will not happen through talks, words, slogans, declaration of values that are looming. It will happen only if management, through digital dimensioning be successful with implementing of such organizational features that allow catch up with of high performance by employees, and realistic, authentic and consistent respect of the employees.²

The concept of modern management includes organizational learning, i.e., processes in which necessary and sufficient grounds for emergence of products, services and for generating, broadcasting and adoption of innovation is going to be created. For the effects of learning, experiences through process of learning and experiences after learning, behaviour in the process of learning and conducting after learning of something concrete are notable. An organizational learning is conducting on the individual, group, intra-organizational and inter-organization level. That means it is necessary to learn individually, to learn in the group, and to learn through inter-organizational interactions that one organization is carrying out with other organizations (with which is linked in various network forms). This type of conducting of all employees, including managers to, leads to safer creating of the intelligent organizations.

An important characteristic of the intelligent organization is the communicational uniqueness or clarity. "People need a sense of clarity for everything that concerns them, i.e., a realization that they are responsible for their work and its organization".³ Naturally, they do not approve bias and confusing sources. Clarity is the foundation for organizational readiness for changes and adaptations whose main performers are teams of people. Teams of people, as basic integrative shapes of organizational structure are the creators of organizational design and organizational learning. Learning, as the most important strategic activity within the organization, is developing in any process and in each segment, which make up sources of learning opportunities. By connecting of structural organization segments and process, "organization that teaches" is created and integrity of diversity of individuals and their value systems is created.

2.3. Concepts of Intelligent Organization Management

An organizational learning supports performance management, competitive management, and management of knowledge. These are considered major processes of intelligent organization and they can be basic or built one in one in another.

The intelligent organization is a learning organization that teaches faster than competition. "Performance management is an act of communications that encourages people to professions greater than themselves, but not tool of Orwellian dictators. It is a continuous process of planning, education, evaluation and rewarding that inspires people to achieve great goals, such as moon landing".⁴

Four elements in the process of performance managing (whose goal is continual improving of performances including combination of efforts and goals of both, an organization and an individual) are setting goals, education, feedback systems, and development.

Performance management broadcast focus from the past to the present and future, and from an assessment on the development, which is very important change that is taking place at the level of an individual, a team and the entire organization.

Bearing in mind the fact that management goal is continual improving of performance on the individual, team, and organizational level in dimension of present, the dimension of future can be connected to the development of consumers' satisfaction, operational efficiency, overall complexity and general welfare. An individual, team or department and the whole organization should know answers to the following four issues:

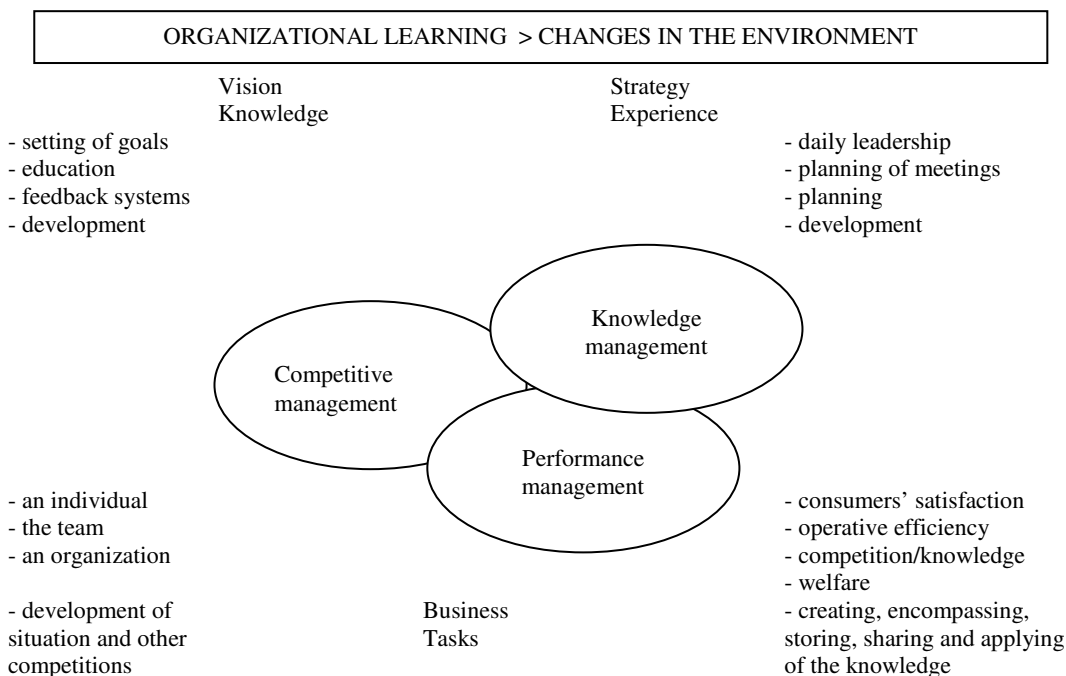
- 1) What is the purpose of their operations?
- 2) What are the main goals?
- 3) How feedback systems work?
- 4) What kind of competitiveness is required?

² Ballou, R. H. "*Business logistics management*", Prentice Hall, New Jersey, 2000, p.83

³ Radosavljević, Z., "Savemeni menadžment", DP Pronalazaštvo, Belgrade, 1994. p.79.

⁴ Vučenović, V., "Menadžment", Želnid, Beprad, 1995, p.123

A process of competitive management is aimed at continual improving of competencies so the organization has continually high performances. A process begins with defining of vision, strategy and goals of organization in which the organization can be defined as integration of centres of competitiveness. Management focuses three levels of competence: organizational, situational, and informative. In addition, concepts of individual competence, competence for the job, team competence, competence of the department or organizational competence, and they are completely different.



The most important factor of performance, competitive management, and knowledge⁵

Individual competence includes knowledge, skills, positions, experiences and network of contacts. Team competence is composed of competencies of the individuals who work in the team, and from different combinations of these competencies.

An organizational competence has architecture that is created by substantial competence – it creates and maintains competitiveness of organizations - and other competences.

Competence and competence management (which begins with the strategy and vision of organization), are consider to be basic preconditions of successful business.

Knowledge management is the process of creating, encompassing, storing, sharing, and implementing of knowledge. The most important objective of knowledge management is continuous application of the knowledge in practice.

3. RESUME

In the previous study, the key competences of the modern managerial business were shown. Today, the primacy in business dealing of any organization is given to the concept of intelligence and intelligent solutions, so we can say modern management is in the fact concept of modern techniques and methods supported by information technology.

In the first part of this analysis basic concepts of learning organization are shown, in which is crucial to point out that learning organization prefer systematic solutions of the problems, permanent research and innovation of the new ideas and modification of existing knowledge management.

⁵ Banjanin, M., "Marketing logistika", "Megatrend"- University of Applied Sciences, Belgrade ,2002, p.83.

On the other hand, the management is a digital component today. This concept of "digital component" implies implementation of information technology and communications networks, focusing on the Internet, as well as all Internet technologies.

Digital dimensions are actually segments of modern management that focus reforms of management through the Internet and realization of information-communication technological opportunities. In order to create digital dimensions it is necessary that managers combine and apply different combinations of the Internet and electronic technological support, as the best help in achieving of organizational goals.

The last part of this document is based on the concept of intelligent organization, which, in compliance with all previously cited, carry such name. The intelligent organization is which learn quickly than competition thanks to its managerial activities and information support. It is important to say that in such circumstances management, in the case of the intelligent organization, emphasizes three levels of competence: organizational, situational, and meaningful.

REFERENCES

- [1] Ballou, R. H., Business logistics management, Prentice Hall, New Jersey, 2000.
- [2] Banjanin, M., Marketing logistika, "Megatrend"- Univerzitet primenjenih nauka, Beograd, 2002. p.83.
- [3] Radosavljević, Ž., Savremeni menadžment, DP Pronalazaštvo, Beograd, 1994.
- [4] Vučenović, V., Menadžment, Želnid, Beograd, 1995.
- [5] Đorđević-Boljanović J., Menadžment znanja: koncept, karakteristike i perspektive, magistarski rad odbranjen na Fakultetu za menadžment Univerziteta Braća Karić, juni 2005.

APPLICATION OF NEW CONCEPTS AND TECHNOLOGIES IN THE MANAGEMENT

Suljaković Senad

Maglaj, Bosnia and Herzegovina

Summary: *Today we live in a time of in all faster, more dramatical, more complex and unpredictable changes. A lot of factors, such as technological, market-economic, political, social, and global affect the acceleration of changes as well as the design of theory and practise of economy and management. The concept „ Knowledge Management“ is one of the modern techniques used in management and represent one of key concepts for creating competitive advantage in the new economy and management.*

Key words: *knowledge, knowledge management, explicit and tacit knowledge, people and technology, organization of knowledge, intellectual capital, intangible assets.*

1. INTRODUCTION

The current process of world markets globalization and the complexity of the business environment are modern conditions that more and more organizations can not adjust to. This problem is present both in market developed economies, and in transit economies. The organizers and managers of modern business systems are faced with a strong demand for proper understanding the process of changes and implementation of adequate knowledge and techniques with the aim for permanent increase of efficiency and effectiveness of the organization. In such circumstances the issue of management, respectively enterprise management is given the crucial role and significance.

In this paper „Knowledge Mangement“ will be specially emphasised as one of the key methods and techniques of management in modern business environment. All organisations operating in the modern, or better to say, turbulent business environment, its business, growth and development base exclusively on strengthening the Knoweledge Management as a key concept in strengthening the competitive advantages. This paper gives the review of the basic assumptions, the notion of significance, and life cycle of Knowledge Management, as one of the key modern management techniques and tools.

2. THE GENERAL APPROACH TO THE KNOWELEDGE MANAGEMENT

As we live today in the world of changes, the most important characteristics and competitive advatages of each organisation is to adjust to these changes. The ability of an organisation to learn and to be changed, to learn faster than others and that „learned“ quickly develop into the action, represents the greatest advantage that it can possess. It used to be considered that work, capital, equipment have decisive role in the performance in the world market, but it is not like that today. The individuals, companies, even nations are more and more dependent on the ways in which they develop their skills and apply their knowledge in order to realize the set aims. The aim of the modern organisation is that all business processes to be observed as the knowledge processes. This includes creation, conquer, preserving, division and applicaton of knowledge as a phase of life cycle of Knowledge Management.

In these changable and unpredictable circumstances, where possibilities and ways of preserving and creating the competitive advantages are permanently searched for, the knowledge that organisation possesses becomes one of the key and decisive factors in struggle for market dominance, in the transition from industrial to knowledge society.

Nowadays, the individual learning is not enough, but is necessarily to develop a collective, organisational learning and knowledge. Collective, explicit knowledge and intellectual capital, in its widest sense „intangible assets“, becomes more and more termonuclear weapon of our age. The period we live in is marked differently, for example digital revolution, information age , digital economy, Web economy, knowledge economy, knowledge society, discontinuity age, the third wave, the time of speed, etc. About three decades we are in the era of digital technology, and Internet and Intranet environmet fundamentally changes the traditional ways of business.

Peter Drucker, the author and consultant who is often called the father of modern management, very well observes that any management theory probably will not be applied in the next ten years. Drucker emphasises that management theory is consisted of three parts¹:

- Assumption about organization environment (society and its structure, market, consumers and technology)
- Assumption about specific mission of organization
- Assumption about the core competency required for the realization of organizational mission

Because of faster and faster changes, globalization and global phenomena, it is necessary that these three assumptions of business practise and theory be adjusted to the new reality, to the new knowledge society.

Consideration of the concept by which theory and practise of management is shaped, and is made contribution to creating competitive advanatage, was no easy research project at the beginig of the 21st century. There are some of the most important²:

- organization which learns
- core competency
- Knowledge Management
- TQM (Total Quality Management)
- Downsizing
- Outsourcing
- Reengineering of business processes
- Startegy as revolution
- Patching
- Enterprise Resources Planning (ERP)
- Balanced Scorecard (BSC)
- E-commerce

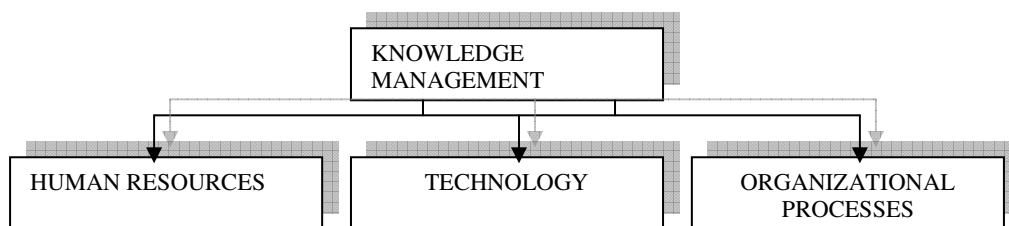
The mentioned concepts have arisen as a response to the new management challenges of change acceleration, globalization and all the phenomena that accompany these processes at the end of the 20th and at the beginning of the 21st century. The intention of this paper is to process the key settings and perspectives of the concept „Knowledge Management“, which intensively has been developing since the middle of 1990s untill today, and which most authors stress as an essential concept of maintaining and creating relative competitive advantages.

2.1. The Essence of the Concept „Knowledge Management“

Knowledge Management is emerging interdisciplinary business concept which focuses on organizational knowledge. It is rooted deeply in many disciplines including Business, Economy, Psychology and Management of Information Systems. For nowadays companies, issue of Knowledge Management is ultimum necessary for achieving competitive advantage. Knowledge Management includes human resources, technology and processes as mutually related and overlapping parts.

¹ Drucker, P.F. (1998), *Managing in a Time of Great Change*, Truman Talley Books Plume, str.29.

² Mašić,B., „Strateški menadžment“, Univerzitet Braća Karčić, Beograd 1999.godine, str.82.



Scheme 1. overlapping of human, organizational and technology factors of Knowledge Management

Definition of Knowledge Management is based on several integral parts³:

- use of available knowledge from external sources,
- incorporation and saving of knowledge in business processes, products and services,
- representation of knowledge in database and documents,
- promotion of knowledge growth through organizational culture and motivation of employees,
- transfer and use of knowledge throughout entire organization,
- assessment of benefits obtained by applying knowledge and its incorporation in the organization.

Unfortunately, there is no universal definition of Knowledge Management, as well as there is no agreement what is exactly consist of. For this reason, Knowledge Management is best to be observed in the wider context.

In short, Knowledge Management is a process through which organization generates value of its intellectual property based on knowledge.

2.1.1 Intellectual property based on knowledge

All information are not valid. From the company itself depends on which information they will qualify as intellectual property or property based on knowledge. Generally, intellectual property or property based on knowledge can be sorted into two categories: explicit and tacit knowledge.

Explicit knowledge is contained in everything that can be documented, archived, codified, often with the help of information technology.

Much more difficult for understanding is the concept of tacit knowledge, respectively knowledge that is contained in the minds of employees. Challenge, closely related to tacit knowledge, is how to recognize, develop, share and manage knowledge.

2.1.2 Company's benefits from Knowledge Management

Some of Knowledge Management's benefits are apparent at first glance, while others are very difficult to define. In order for company to receive as much as possible benefits from Knowledge Management, knowledge must be available to anyone, and mutual sharing of knowledge must be basis for cooperation. Effective programme of Knowledge Management should be helpful for a company to do something from the following⁴:

- Acceleration of innovation by encouraging free flow of ideas,
- Improvement of customer service,
- Maintaining of employee's attention recognizing values of their knowledge and awarding them,
- Improvement of all activities and operations and reduction of their costs by eliminating unnecessary procedures

Knowledge management is a process of adoption and use of organization's collective experience anywhere in the business process – on paper, in documents, in database (explicit knowledge – explicit, visible knowledge) or in the minds of employees (tacit knowledge, invisible knowledge). About 95% of information exists as tacit knowledge. It is in fact driving force for inovations – the only one competitive advantage supporting a company in an unpredictable business environment. The purpose of modern business is use of technology in order to preserve knowledge, to distribute and spread it throughout entire organization by relating the employees with documented knowledge through complex system of Knowledge Management.

³ Banjanin, M. "Menadžment znanja u akciji", Naučna knjiga, Beograd 1994.godine, str.93

⁴ Jojić, R. "Menadžment" Ekonomski fakultet I.Sarajevo, 2001.godine, str.420.

The aim of a modern organization is observation of all business processes as a processes of knowledge. This includes creation of knowledge, its spreading, updating and application in the entire organization. Modern organizations seek ways to create additional values throughout identification, application and use of knowledge in unique way, and that is a process which is partly Science, partly Arts, and partly luck.

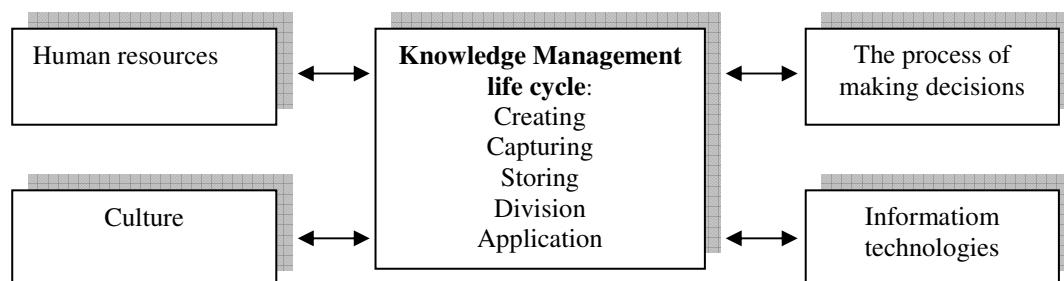
Organizations and their managers should aim at creating as much as more of explicit knowledge, which is by nature collective. Such knowledge introduced into the operations cannot disappear in a way an individual can leave an organization. Explicit knowledge contained in a database, information and knowledge of an organization amount about 10-20%, and by applying of concept „Knowledge Management“ this can be doubled⁵.

2.2. Life cycle of Knowledge Management process

Knowledge Management process is going through range of stages forming its life cycle. According to the author Pentti Sydanmaanlakka, the process of Knowledge Management is consisted of five stages and includes⁶:

- 1) Creation of knowledge
- 2) Capture of knowledge
- 3) Storing of knowledge
- 4) Sharing of knowledge
- 5) Application of knowledge

According to the analysis of numerous divisions and stages of Knowledge Management life cycle, it can be presented graphically in the following way in order to include all essential elements of this process represented in the theory.



Scheme 2. Life cycle of Knowledge Management process and organization

This scheme shows relation between life cycle of Knowledge Management process and four key areas in an organization. Only by observing them together we can understand viable entity and unity among process of Knowledge Management, process of making decisions, organizational culture, personnel policy of organization and information technology. Each of the alleged areas can affect the way in which knowledge management is incorporated and supported in an organization.

2.3. What is behind the concept of Knowledge Management?

The companies cannot expect any more that products and practise that made them successful in some previous period will make them successfull in the future too. Frequent changes leave no place to the unsuccessfull production. The time for creating of new products and their appearance on the market becomes more and more dynamic and more concise. The companies nowadays request quality, value, inovations and speed as factors which will prevail in the future. The companies will differentiate among themselves according to their knowledge. An organization which knows how to do the things can be changed, bearing in mind the following decade and changes in business, into the organization which knows how to do new things well and quickly.

In accordance with all the aforesaid, there is a question why do we need Knowledge Management at all?

⁵ Banjanin, M., „Marketing logistika“, "Megatrend"- Univerzitet primenjenih nauka, Beograd, 2002.godine, str.93.

⁶ Mašić B., „Knowledge Management: Kreiranje konkurentske prednosti u novoj ekonomiji“, Strategijski menadžement, 2003. godine, str.123.

We can say with certainty that basic factors, explaining the necessity for studying and integrating the Knowledge Management in modern business, are following⁷:

- Markets are more and more competitive, and speed of occurrence of innovations is in increase;
- Reduction of staff produces the need to replace informal knowledge with formal;
- Pressure of competition reduces the labour force that keeps valuable business knowledge;
- Value of time devoted to the experience and adoption of knowledge is reduced;
- Retirement and increased labor mobility leads to loss of knowledge;
- Changes in strategy may result in loss of knowledge in specific areas.

To all of the above mentioned can be added the following:

- Most jobs are based on information,
- Organizations compete on the basis of knowledge,
- Products and services are increasingly complex, gifted with a significant information component,
- Need for permanent learning is inevitable reality.

In short, knowledge and information have become the environment in which business problems occur. As a result, Knowledge Management is primary opportunity for achieving substantial savings, significant progress in performance and competitive advantages. These are not only problems large companies. Small organizations may need more formal approach to Knowledge Management because they have not market power, inertia and resources as large companies. They have to be more flexible, responsible and ready to make right decisions, because even a tiny mistake might be fatal for them.

3. CONCLUSION

Concept of knowledge management has been more and more developing in practice and theory of management. Perspectives for further development of concept are great. The 21st century as a century of knowledge, imposes unpredictable and complex competitive environment in which the survival and success of the organization depends entirely on its ability to adjust to such a dynamics of business. As a factor of success that will be governing in the future of a company require quality, innovation and creativity. Companies differentiated among themselves according to their knowledge. Hence the importance of knowledge management as a concept of collective knowledge aimed at the effective application of knowledge for quick making of qualitative decisions. People will still have a central role in the development of Knowledge Management concept. Because of that we develop human potentials in order to be successful.

Perspective of knowledge management in the observation of this concept is precisely in the light of the critical issues of adaptation of an organization and its survival in conditions of discontinuative changes in the environment, by finding the unity of information technology on the one hand, and creative innovative capacity of human beings on the other hand

Knowledge Management concept is one of the fundamental ways in which the challenges and dangers of the modern and unpredictable business environment will turn into the chance of successful business of modern organization and on these foundations competitive advantages can be built.

So, behind Knowledge Management concept is a concept of Knowledge Management in combination with the other concepts that make up the new management paradigm, in whose focus are certainly people as the most important component (along with information technology, HRM, culture, leadership, the other processes, control, etc.)

REFERENCES

- [1] Banjanin, M., Marketing logistika, "Megatrend"- Univerzitet primenjenih nauka, Beograd, 2002. godine,
- [2] Banjanin, M., Menadžment znanja u akciji, Naučna knjiga, Beograd 1994. godine
- [3] Drucker, P.F., Managing in a Time of Great Change, Truman Talley Books Plume, 1998.
- [4] Jojić, R., Menadžment, Ekonomski fakultet I. Sarajevo, 2001.
- [5] Mašić B., Knowledge Management: Kreiranje konkurentske prednosti u novoj ekonomiji, Strategijski menadžment, 2003.
- [6] Mašić, B., Strateški menadžment, Univerzitet Braća Karčić, Beograd 1999.
- [7] www.cio.com/research/knowledge/edit/kmabcs.html

⁷ Izvor, Internet: www.cio.com/research/knowledge/edit/kmabcs.html

АНАЛИЗ КОНКУРЕНТОСПОСОБНОСТИ РОССИИ НА СОВРЕМЕННОМ ЭТАПЕ

Супрун Э.В., Давыденко Т.А.

Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия

Аннотация: Укрепление конкурентоспособности Российской Федерации является одной из важнейших стратегических целей страны как в условиях глобального финансово-экономического кризиса, так и на будущее, вплоть до 2020 года. В статье рассмотрены состояние конкурентных позиций РФ на современном этапе, а также проанализирован принятый Правительством план действий по укреплению и развитию этих позиций в будущем. Этот план действий охватывает и финансовую, и банковскую сферы, ключевые отрасли экономики, малый и средний бизнес.

Ключевые слова: конкурентоспособность, конкуренция, стратегическая цель страны, глобальный финансово-экономический кризис.

В современных условиях глобального финансово-экономического кризиса главным является вопрос: как конкурировать на мировом рынке? Национальная конкурентоспособность – стратегическая задача, и мировой кризис делает её ещё более важной. Степень интеграции России в мировую экономику существенно возросла. С этим связаны и значительные преимущества и, естественно, проблемы. Мы не можем не испытать на себе последствия того финансового кризиса, который сегодня переживает весь мир. Но развитие страны по инновационному пути, внедрение передовых технологий, увеличение производительности труда никакой альтернативы не имеют, и все перечисленные позиции в комплексе являются и лучшим антикризисным средством.

Конкурентоспособность страны зависит, в первую очередь, от двух групп факторов: количества и качества имеющихся у нее ресурсов, а также эффективности деятельности бизнеса, власти и социума, распоряжающихся этими ресурсами. Россия обладает первоклассными по качеству и количеству ресурсами. Однако на международных рейтингах конкурентоспособности Россия занимает позицию аутсайдера. По оценке Всемирного экономического форума ("World Economic Forum") по рейтингу конкурентоспособности Россия вначале XXI в. занимала 70-е место среди 102 стран, находясь в группе развивающихся стран, а по инвестиционному климату – 90-е место в мире. "Если надо сделать только один вывод по результатам нашего исследования, то он таков: усиление государственного внимания к этим вопросам приводит к очень быстрому росту рейтинга страны", - говорит главный экономист "World Economic Forum" Аугусто Лопес-Карлос. В рейтинге конкурентоспособности, составленном Всемирным экономическим форумом в этот же период Россия занимала 75-е место из 117. Причем в последние годы ее позиция не изменилась, а по отдельным позициям даже ухудшилась. Наша страна проигрывает таким странам, как: Китай (49-е место), Индия (50-е место), Польша (51-е место), Бразилия (65-е место), Турция (66-е место) и др.

Эти позиции обусловлены высокими рисками, неэффективным использованием имеющихся потенциалов, неудовлетворительными факторами конкурентоспособности РФ. Россия занимает низкие места не только по конкурентоспособности и качеству жизни, но и по эффективности использования ресурсов (в 2–3 раза более низкой, чем в развитых странах), инвестиционному климату, обновлению основного капитала (ежегодно он стареет примерно на 2,5%), по

воспроизводству населения и т. д. Задача укрепления национальной конкурентоспособности является стержнем стратегии развития России до 2020 года, главным вектором практической деятельности органов государственной власти, отечественного бизнеса и науки.

За последние годы Россия, безусловно, укрепила свою конкурентоспособность, в развитии экономики появились такие позитивные тенденции, как ускоренный рост инвестиций, начавшееся в ряде секторов масштабное перевооружение производства на новой технологической основе, рост производительности труда, повышение доли прибыльных предприятий. В результате имеем вполне благополучную макроэкономическую ситуацию, необходимую устойчивость экономики и динамику развития.

Однако в условиях развивающегося финансового кризиса, объективной вовлечённости российской экономики в негативные процессы, связанные с ним, совершенно необходимо определить адекватные меры, чтобы Россия вышла из кризисного периода структурно обновленной и глобально более конкурентоспособной.

Итак, национальная конкурентоспособность была и остаётся стратегической целью России. В этом направлении государством уже предприняты определённые шаги, первоочередные шаги. Правительством принят и реализуется соответствующий план действий. Этот план действий охватывает и финансовую, и банковскую сферы, ключевые отрасли экономики, малый и средний бизнес. Это основные составляющие. Также должны быть приняты активные меры по поддержке внутреннего спроса, по поддержке и по оптимальному регулированию в текущих условиях рынка труда, социальной поддержке наименее обеспеченных слоёв населения. Всего на стабилизационные мероприятия будет израсходовано около 5 триллионов рублей. Правительство занималось этим последние годы. Но сейчас потребуются дополнительные меры. К числу таких мер будут относиться и дополнительные меры по капитализации институтов развития, банков. Контролем за целевым использованием каждого выделенного рубля должны заниматься Правительство и Банк России.

Среди ключевых задач - обеспечение реального финансирования промышленности, сельского хозяйства, то есть финансирование так называемого реального сектора. Глобальный кризис потребует и новых мер по его поддержке.

Крайне важная вещь – это организация постоянного мониторинга занятости. Нужно постоянно, в ежедневном режиме анализировать ситуацию на рынке труда, увеличивать – по мере возможности, финансирование программ занятости, потому что эти проблемы могут обостряться, и работать здесь нужно консолидированно вместе со всеми участниками трудовых отношений: и с работодателями, и с общественными организациями, и с профессиональными союзами.

Особое внимание нужно уделить малому бизнесу. Так как в малом и среднем бизнесе есть серьёзный потенциал для создания новых рабочих мест, для предупреждения безработицы и социальных издержек. В нынешних условиях поддержка малого и среднего бизнеса – это не просто один из национальных приоритетов, но это и способ сохранения экономического потенциала, в ряде случаев – это и способ сохранения квалифицированных кадров. Поэтому программы поддержки малого и среднего бизнеса должны быть, радикальными.

Необходимо также задуматься в отношении факторов, которые в ближайшем будущем дадут нам возможность успешно конкурировать с крупнейшими зарубежными корпорациями. Сейчас очень важно формировать условия для поддержки экспорта и на федеральном уровне, и на региональном уровне, стимулировать расширение и освоение новых рынков.

У нас есть возможности по продвижению на пространстве СНГ - надо по максимуму использовать эти возможности для того, чтобы работать в Содружестве, для того, чтобы создавать новые проекты. Для этого соответственно использовать совместные институты развития, такие институты существуют, надо работать над высокотехнологичными кооперационными проектами. По возможности использовать в качестве одной или основной валюты такого рода расчётов российский рубль. Это как раз одно из слагаемых для того, чтобы российский рубль постепенно превратился в одну из региональных международных валют.

С особым вниманием в предстоящий период государство должно подходить ко всему, что связано с развитием конкуренции в экономической сфере. Это и вопросы регулирования деятельности естественных монополий, и задачи таможенного и технического регулирования, и государственная поддержка экспорта, и защита интересов российских предприятий на мировых рынках, и многое другое, что способствует уверенной работе нашей экономики в условиях глобализации, становлению эффективных рыночных отношений внутри страны.

Текущая ситуация, да и последующий период будут чреваты возникновением условий для проявления тех или иных напряжений в обществе. Органы власти обязаны сделать всё, чтобы минимизировать психологическую нагрузку на граждан. В частности, сейчас крайне необходимо так распорядиться ресурсами, выделенными для стабилизации ситуации на рынке строящегося жилья, чтобы

застройщиками не были сорваны обязательства ни перед одним инвестором, проплатившим средства за строящееся жилье, и к этому есть все возможности. Местные органы власти должны организовать работу предельно конкретно, определить меры буквально по каждому дому. Такая же точно работа потребует при организации помощи предприятиям в связи с возможным высвобождением некоторой части работающих. Во многих регионах России ситуация на рынке труда характеризовалась не недостатком, а скорее избытком рабочих мест, не обеспеченным потребностью в кадрах по многим специальностям. Сейчас потребуются оперативность в работе служб занятости, готовность помочь человеку найти новое место, получить необходимую подготовку. Рост бюджетных вложений в развитие транспортной и другой инфраструктуры также поддержит ситуацию на рынке труда.

Анализ прогнозов ведущих экономистов страны показывает, что экономика России в условиях глобального кризиса может не только понести убытки, но и извлечь выгоду, если использовать свои конкурентные преимущества. Кризис открывает дополнительные возможности усиления инфраструктуры инновационного развития. Речь идёт о благоприятных условиях для приобретения наиболее интересных в этом отношении и зарубежных активов: небольших предприятий, инжиниринговых компаний, фондов и иных институтов, обладающих инновационным потенциалом. Особые возможности открываются для развития интеграционных процессов на межгосударственном уровне, и в первую очередь со странами СНГ.

ЛИТЕРАТУРА

- [1] Ибатуллова, Ю.Т., Конкурентоспособность национальной экономики и кластерная организация ее инновационного развития// Проблемы современной экономики, №10(27), 2009г.
- [2] Минько, Э.В., Качество и конкурентоспособность продукции и процессов: Учебное пособие. - СПб.: ГУАП, 2005г..
- [3] Нестеров, А.В., О конкурентоспособности// Компетентность, №12, 2008г.
- [4] www.gov.ru (Официальная Россия, сервер органов государственной власти РФ)
- [5] www.president.kremlin.ru (Официальный сервер Президента РФ)

IS RECONCILIATION WITH NATURE POSSIBLE?

Sušilović Filip

Orašje, Bosnia and Herzegovina, filip.susilovic@tel.net.ba

***Summary:** With unilateral economic growth, humanity did not achieve expected social development, in contrary, vaste nature pollution has brought the issue of life survival on Earth. Mercilessly race for material issues has made human heart and soul very poor. There is humanism without humanity, which already wiped out from Earth with its "civilization development" numerous species of plants and animals. Hardly correctable disturbances and obvious disbalance occured in nature's functioning. We are witnesses of obvious catastrophical changes and have to wake up quickly heading towards sustainable development to nature conciliation with constant adjustment of its demands with lasting capacities. It is inevitable that all nations should actively cooperate in those life important effort. Only as such, the humanity can count on the future. Now it is time for decision.*

***Key words:** nature, technological civilization, impurity, climate changes, revival, education, learning, going back to nature, sustainable development.*

1. INTRODUCTION

There are life events which inspire us and initiate to action, helping us in new values establishment, i.e. strongly directing us towards new goals...

I am separating one pleasant surprise, which is surely worthy and necessary to emphasize for exiting everyday's monotony and indifference by bringing numerous mechanistic acts to heart and mind control, and especially to the ones which with own negligence for sure are creating set of problems with even catastrophical consequences. It happened once accidentally while one mechanistic act while change of cartridges spent for laser printer. Namely, even on the supplying cartridge packages for laser printer (Japanese product) besides guarantee notice written on 9 languages, inevitably the address of manufacturer is provided, together with photo and return call words to return the product after use because of recycling, with notice of all details given within the product. And indeed, in the mentioned catalogue detailed return instructions are provided for recycling on even 21 languages, after product use (8 of them are equipped with labels of collecting centers addresses, i.e. in 8 countries in Europe and 27 telephone numbers on which can, in every EU country, be obtained eventually needed and wide informations concerning this issue. There is notice afterwards that by correct recycling plastic and metals are obtained for new products, by that millions of kilograms waste are not disposed on the landfills, and at the end there is a grateful note, stating - „**thanks for responsible treat towards the environment**“.

This simple (unfortunately unusual in our surrounding) human approach is delighting, and with all prepared and offered, until the last detail, we are "obliged" without exceptions, with satisfaction to contribute concretely in the protection of human environment. This responsible producer's gesture really refines and strongly inspires for eternal care for our acts and consequences, which inevitably occur because of our irresponsible behavior. It is about time to wake-up, and to see that unnecessary millions of kilograms are left on the landfills, to realize that all that is our mistake, our "small" discrepancies, monuments of our recklessness and negligence. And it should be done only a little, not to get to this point - to stop at certain

point, only to think a little bit more, i.e. do differently (so little - for so much). And again and again and again...and nothing more is needed to create heaven on Earth.

It is necessary to see with eyes wide open around us, to take to the heart and mind as it is, and how it should (can and must) be, in order to evaluate values and firmly direct to the new goals, giving great contribution to their realization. That basic and crucial decision of choice between good and evil should be provided by everyone knowing that should be provided once for all and afterwards unconditionally confirm in every further moment of life. Our transformation has no alternative if we are aware of, what in contrary is followed by further environment pollution - we are witnesses that, unfortunately, unremembered catastrophal climate changes, characteristic by heat and droughts, fires, excessive and acid rains and floods, global warming and by many other, what the disturbed natural balance is warning everyday that our future is going out of sight and that is the final time for radical priorities revision, what means urgent and systematic change of our habits, if we believe that future, besides all, still is not completely written in advance, and we still can contribute in good manner for us, and for the forthcoming generations.

It is certain that many current problems concerning the environment are comprehensive, global and demand attention of the whole international public, but it is obvious the fact that all ecological problems come out of ourselves (from everyone individually): from the way we live, from the consumer's priorities of technological civilization which we practice by real greed towards material values. **With our lifestyle, we became threat to our survival and everyone of us is guilty more or less.** For denial of our own responsibility, stating that we are only „waterdrop in the sea“ with pointless influence, we have no concrete argument, because as grain by grain makes the pie, stone by stone makes the palace, also drop by drop in the sea united together makes the sea what it is. It is the same with us people. Everyone is truly an individual, but we are in the same time embedded in the humanity unit, seen or unseen, and we are truly its essential content. Everyone of us has its own share of responsibility, as long as we at least small drop of river that we belong. Our influence and power, and in the same time our guilt and responsibility, are not worthless. In the previous period individual role was underestimated, even totally neglected, so we are lost in the majority, where everyone was sinking deeper and deeper and reach the present point. If we were aware of our acts we would react differently.

2. HOW FAR ARE WE?

Earth, the planet feeding us and caring for our survival, already warns us many times that we are in pointless hurry (even not knowing what for), reached on the edge of the abyss where is no return, and we amazed (reasonlessly blind) can not wake up from the dream of better life that was promised. We were promised bright future, life worth living, life worth humanity and obtaining mandates for leadership in Neverland. Travelling through time to the „road of happiness“ we have lost our soul peace, forgot our roots, became greedy (oh what an illusion) that will become masters of the Earth.

We lost our mind and heart running for „something more“, and long time ago philosopher Seneca has stated: „The poor always want something, the rich want a lot, and the greedy ones want all“ [9]. It seems that it is a big mistake of our ancestors too that they have always talked about the golden fish, and not mentioning that it is only a fairytale. Basically we don't do anything to change the wrong way that we are led to, although deep inside we feel that our life goes in wrong direction. If we are not completely lost in the mud of uncertainty and greediness, we should at least crying voice to the mother Earth for mercy of forgiveness and reconciliation – Earth is expecting us to do so.

Although at the end of first decade of 21st century, desired as a century of peace and general prosperity, many hopes and expectations are not coming true, even by far, and in contrary – even are put in doubts. Current, earlier unsuspected level of scientific, technical and technological development surely did not insure the expected social progress, so many prudent people ask: Where goes the contemporary society? What is to be expected from the contemporary person and how to get out from the blind street that we are actually placed?

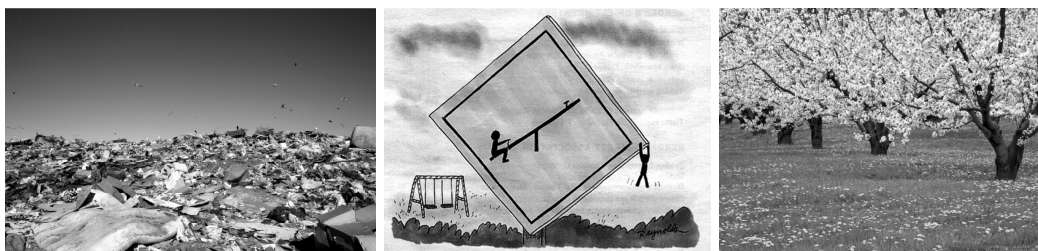
It is very certain that the solutions can not be expected from various conventions, strategies, agreements, laws, programs and similar, until the economic laws are being fetishized and every derived ones and until the humanity does not eject the misunderstanding of possible material creation by possessing more or less successful technological toys, not worth compensation even for the children for necessary essential social food of the human existence. Actually, **the greatest disturbance of the general social progress successful cycle is tendency to convert life means into life goals**, and that intention comes out from the fetishization of economic laws and unforgivable identification of techno-economic progress with social progress.

We are witnesses of desire to measure the every activities success exclusively with economic indicators. Statistics is more and more often used for proving success of „social progress“, so the national income per

capita converts into only progress criteria. However, very questionable and onesided consequences which can be derived from the national income movement, steel production, automobiles, labor productivity and similar, when it is about the social relations and individual lives in the countries of mentioned movements. More important will be statistics showing how people live and how they could live when will rationally develop and use their lives.

If developing social progresses are considered only from the aspect of ability to accumulate material welths, then even much clearer picture can be obtained, with bright perspectives, expressed in „post-industrial“ and „super-industrial“ society. However, many of present approaches, and even more the ones can be predicted from the contemporary social events in the whole world, are leading to different conclusions.

Era that we live in is significantly different by the previous ones by dominations of various conjunctures and improvizations in all areas of social life. They even more are „determining living style“, establishing new problems and directing their solutions many times differently than the reasonable mind and the human nature. Everything is converted into interest, in fight for material goods, and general commercialization of life and since on one side even the unrealliest desires wave with the flag of needs, the other side is characterized by fight for living, and all the following issues (non-knowledge, various disease and similar) are threatening the Earth, constantly taking many lifes of the ones (mostly children) which even the life itself do not recognize as a demand. On the scene we have humanity without humanism – technological civilization functions by the issues logic, not by the human logic. **All should be basically adjusted with basic human aspirations, and they certainly can not be in constant race for material goods and unsustainable consumer-wasteful modern men way of life**, therefore we must inevitably seriously ask ourself: where goes the road that we are led on ? From the very beginning of civilization development, until now, the men took from the nature whatever could be used for food, clothing, heating, building, etc. Within times, human activities were more and more leaning on the natural resources, but deeply going into the very life sources on the Earth. Men are more turned on the personal needs, and more forgetting their host - nature. Only in last century the achieved „civilizational development“ forever has erased from the planet Earth many species of animals and plants, what certainly will bring many disturbances and unbalance of nature's functioning.



Until „conflicting“ nature and civilization, it will always come until global trend of creating income is not put in balance with the natural potentials. **Humanity can only with sustainable development deserve the future**, but with condition to start even today and help in reestablishing necessary natural balance.

3. WHAT HAS BEEN DONE SO FAR?

First serious thinkings of natural threatening consequences (water and air pollution, extinction of certain plant and animal species) are dating from 1960's. Until then no one took care that every harmful substance, which enters on any possible way in the nature, will in certain degree harm the sensitive natural balance. Certifications for first revivals of such problematic deserves the Roman club (group of 70 exposed world scientists, industrials and humanists), which with their first publication „Growth limits“ presented in public the alarming informations that many important raw materials will be exhausted in only few decades if current resources on Earth (starting from mining, to energy) continue with the same speed.

Whole set of research activities followed, and also visions development, strategies and concepts of sustainable development. There was the first global conference for sustainable development (Stockholm, 1972). In the World commission for environment and development report, with label sign „Our future together“, the term „sustainable development“ is defined as: **„Sustainable development which satisfies the current demands without threat of future generations to satisfy their own demands“** [8]. This „Earth Summit“ was designed to change planet's destiny in the 21st century. It presented historical culmination of public and political support for achieving connecting developing goals, poverty eradication, and environment protection. Expectations were high. Those eco-avangard movements sincerely believed in

wakening of ethical consciousness and responsibility of already numerous planetary regiments, and very optimistically expected establishing more human relations inside the planetary biocenosis. But the expectations were not fulfilled. Another UN conferences on the subject of environment and development followed followed, agendas and protocols were adopted, but unfortunately were not implemented. In 1998 some events happened that showed the devastating human influence on climate change – 54 countries were hit by floods, and 45 by century droughts, measured highest average temperature since measurement start and whole set of other natural catastrophies. But, even that was not enough to the profit focused humanity for mind and heart enrichment and for irresponsible sailing course change on selfsatisfying and irresponsible ocean.

The conformism euphoria still was left in power. Civilization is, besides evident and constantly growing problems in nature functioning and contrary to own proclamations, has continued and lasted in material values labyrinth movements, while the individual as a global body cell in that surrounding, confronted with own economic, political, technological and other challenges, and by himself has unreasonably acted and by inertia, not finding strength or ways to change anything. Proclaimed is one, and achieved is something else.

Humanity is again suffering from too big stomach and too small heart, separating from nature and rapidly losing soul. It is sad (but true) that in modern civilization are so many victims of earthquakes, tsunamis, wars, genocides, AIDS, bird, swine and other types of flu and epidemics, unfortunately become only number values that are not, besides all the following horrors, holding us back, making us realize to admit own responsibility and guilt. Even Plutarch, 3.000 years ago has stated that the mind is not the vessel for filling-up, but fire that should be burned. But, that inevitable standing for starting point towards the healthy environment is probably still not identified, it seems that we have to wait more to fill-up the vessel completely.

Documents adopted in 2002 on World conference in Johannesburg had the same scenario as the previous ones, and there are not chances to have any brighter conclusions from the last year's conference in Copenhagen.

It seems, as the life is still not stopped, that there is time for break, no matter that anything concretely has been „done“ so far: invested huge efforts on adjusting opinions and attitudes; made a lot of qualitative conventions, strategies, laws, regulatives, conclusions and plans; „sustainable development“ is defined as term; we have adjusted and stanardized catchword „polluter payes“ and/or „user pays“; it has reached to level where we have the worldwide phenomenon „NIMBY SINDROM“ (shortcut for Not in my back yard). Theoretical part is mainly finished and elaborated, so the only left is to convert from word to acts. It is sad that there is so much done, and basically everything left the same.

4. WHERE TO START FROM?

Current reality is intertwined with many absurds, numerous extremities and contraries, so all the complexity of current moments must be considered. As starting point in this article I think that is important to start from undisputed fact that humanity is on ecological crossroad, and it is inevitable to choose between greed and humanity, having in mind that choice done will decide for millions of living beings in forthcoming decades, and at the end for the Earth's life survival.

Present humanity has subordinated its planetary existence to technology, embedding it in illusion the existence of humanity and made it so depending without it, that it is not possible to function even on a mental level. Egocentric trap of technological civilization, in which the human is almost unconsciously fell, in time has more reduced and numb human values, and offering on disposal pretty worthless compensation – various technological toys, so it is not strange after such an exchange (numb, without soul), to feel worse in its own skin.

Nowadays human (meaning – what is left of „human“) is not in condition to confront with growing challenges of technological civilization, therefore it is not able to realize mainly designed modality of generally balanced coexisting with nature. So far loud announcing of humanity changes towards Earth is surely not achievable without global self-denying, and for this issue the humanity is obviously still not ready.

Planetary state data (Earth) are so obvious and alarming, therefore strongly mobilizing and initiate all prudent and wise ones (which time has not come still) on inevitable and fast changing actions. But the prudent and wise ones are in demand for including the brave ones, in order to make the critical mass necessary for first steps of first mission – view sharpening and soul grinding, to wake up the paralyzed spiritual being of men, i.e. his (her) conscious for battle and role in space and time.

In present moment of actual human history „strong ones“ unfortunately are not paying attention to the state of mind, and in contrary have not power to bring to reason the „powerfull ones“. For solving many mind (and wise) points, it should strengthen up, in order to achieve the own mission. Parents and educators have

great challenge and task in physical and spiritual world to raise healthy ancestry. It is tough task, but with no alternative. Latest revolution in the history: power of changing own life must be processed, and from the result it depends how we (if possible), our children and our children's children can live life worth living.

Only education can enable the human to understand each other and others through better world understanding in general and that is the way to start with. From our point of view it is certainly not possible to understand the world, and not to understand the relation among human and the surrounding. Existing state (human-made) shows that still lessons are not learned, and that we have to learn a lot. However, it is very motivating fact to know that only in one day 251.000 (and in 25 weeks – 1.000.000) Chinese parents have been in queue and bought the book „Revolution in learning: how to change the way world learns“ and that some ones in the world has already started building „learning societies“. On my satisfaction they are giving us significant examples, not waiting, but experiencing even now the future.

Current informatic and communication technologies are, without doubt, for many people already in contact mean with informal education and will become one of the most important components of „learning societies“. Prudent throughout the world should be enabled unlimited access to all knowledge and wisdom, and they will for sure know to animate on benefit of all in building better (or less worse) world. They will, I hope, make the conception of further human development much wider than current commercial theories of economic development and direct to, primarily, achieve more, and not to possess more.

One is certainly sure – **humanity must change and it is a starting point towards coming back to nature.** Humanity has lost itself in various unnecessary preoccupations. Love for human is missing (for nature too), and on its place the envy is deeply positioned – blind many, poisoned the souls, and brought disharmony in the heart, and life speed is put in „fifth gear“

Many parents have no time for their children, and many „teachers“ are not qualified to train pupils. Therefore we have many lecturers teaching materials that children must learn without understanding, because there is simply no one to „pass“ the knowledge.

Most important task of contemporary teachers is to teach pupils how to learn and to introduce in schools the „love“, „care“ and „commiseration“, to enrich the children's hearts, because in contrary further robotization will continue, and not humanization of the human society. Holy teacher's obligation is neglected, to help the pupil become a man. Briefly, **root changes are desperately needed, in our values, in existing institutions and in the way of life.**

Leo Tolstoy has previously said “everyone thinks how to change the humanity, but no one thinks how to change him (her) self”[5]. Change must start primarily in us, because only from that place world is possible to be changed. It is necessary to start from yourself. Strong will and undoubtful decision is sufficient for starting. Only condition is in ourselves to make small man not to win over the big man in himself. We have a power for that !

5. WHAT IS TO BE DONE?

At the beginning, for confirming orientation and acting goals, reviving some important facts:

- Earth does not belong to the men – man belong to the Earth and whatever happens to Earth will happen to the children also [8],
- Men have left its prehistoric direction and way, poor the soul and lost the internal peace, and men's intention to subordinate the nature to him(her) turned against and threatens the life itself on Earth,
- Current ecological problems demand different definitions and human building and his (her) position in human, but also his (her) position in inhuman part of the nature,
- Opposite from announced ancestry degeneration, end of the world and Earth destroying, there is possibility „new people“ with more knowledge and more will to include themselves in nature protection and enable its recovery,
- No matter how personal we contribute to nature threatening, changing our behavior can contribute to protection and stop the further threatening and starting in confrontation and solving „great“ problems,
- New ethical vision are shared by already great number of reasonable persons in many countries and cultures worldwide,
- True foundation for changes is personal change of every individual,
- Learning must become a way of life, and acts by proofs existence,
- Qualitative education is key factor for different (better) future – 21st century is looking for „new school“,
- New school must „produce new people“ which will contribute with expanding and implementation of knowledge to wisdom itself.

Since with sustainable development we can count on future, it is necessary to start that way adjusting all its demands with lasting capacities of nature. Fast knowledge and science development brought us to do „end of geography“ and become only joint destined connected world community with significant name of „global village“. But most of the people do not realize that fact, and the ones understanding that mainly continue thinking narrow-minded only about their everyday activities (personal achievement and prestige). Until now the created „homo urbanus“ became „global village citizens“, so they must fast combine many contents of the new world and as soon as possible to revive fact that „not in my yard“ must be replaced with „not in anyone's yard“, because globally looking „it doesn't matter in which yard“. That fact must be accepted and accordingly to (re)nourish current and future world citizens. Future directly depends on that.

With training and learning we must create 21st century people, having in mind that „the best training is not the one providing pure informations, but the one adjusting our life to general existence“ [5](Tagore). We must create people for which the vision will be **zov**, not only the good idea – only with that ones the future is possible. Instead of conclusion, I emphasize the philosopher Seneca's words (from his „Moral letters“): **„Wise man lives according to the nature and own mind, that is how he reaches soul peace“** [9]. That is road-sign to the true human happiness and direction to follow – success is worth every victim.

I believe in the power of mind, that we will seriously accept our mission, that will, besides everything, manage to find truly meaning of life, adjust our demands to the nature's lasting capacities and live in compatibility with nature in joy of the mother Earth.

REFERENCES

- [1] Delors, J. & others: *Učenje: blago u nama*: UNESCO's report of International commission for education development for 21 century. Zagreb: Educa, 1998. pp. 304. ISBN 953-6101-33-5
- [2] DiAngi, L.: *Neuništiva moć svrhe života*. Varaždin: Katarina Zrinski, 2006. pp. 112. ISBN 953-236-098-0
- [3] Drnovšek, J.: *Misli o životu i osvješćivanju*. Čakovec: Dvostruka duga, 2006. pp. 208. ISBN 953-6516-86-1
- [4] Dryden, G. & Vos, J.: *Revolucija u učenju: kako promijeniti način na koji svijet uči*. Zagreb: Educa, 2001. pp. 538. ISBN 953-6101-51-3
- [5] Milovanović, D.: *Pomiriti se sa sobom*. Zemun: Zdrav život, 2005. pp. 248. ISBN 86-85403-03-0
- [6] Rogers, E. & Kostigen, T.: *Zeleni priručnik*. Zagreb: Planetopija, 2008. pp. 172. ISBN 978-953-257-094-6
- [7] Wilson, E.: *Stvorenje-poziv za spas života na Zemlji*. Zagreb: Jesenski i Turk, 2009. pp. 175. ISBN 978-953-222-317-0
- [8] Časopisi, *EKO REVIJA* 1-26, magazine of Fund for environment protection and energy efficiency. ISSN 1845-5107
- [9] *Wikipedia, the free encyclopedia on Internet*. Available on Web site: <http://hr.wikipedia.org/wiki/stoicizam>

TOTAL QUALITY MANAGEMENT – IMPORTANCE OF ISO 14000 FAMILY OF STANDARDS IN ENTREPRENEURSHIP AND MODERN BUSINESS

Škunca Dubravka

Modern business school, Belgrade, Serbia

Summary: *Total Quality Management (TQM) is a management approach to long-term success through customer satisfaction. A core concept in implementing TQM is Deming's 14 points, a set of management practices to help companies increase their quality and productivity. Implementation of Total Quality Management is strongly connected to International Organization for Standardization which define more than 18000 standards that provides practical tools for all three dimensions of sustainable development: economic, environmental and societal. ISO standards for business, government and society ensure vital features such as quality, ecology, safety, economy and reliability. ISO 14000 family of standards provides management tools for organizations to manage their environmental aspects and assess their environmental performance.*

Key words: *Total Quality Management, International Organization for Standardization, ISO 14000 standards, management tools*

1. TOTAL QUALITY MANAGEMENT

Total Quality Management (TQM) is a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services and the culture in which they work. The methods for implementing this approach come from the quality leaders as Philip B. Crosby, W. Edwards Deming, Armand V. Feigenbaum, Kaoru Ishikawa and Joseph M. Juran.¹

A core concept in implementing TQM is Deming's 14 points, a set of management practices to help companies increase their quality and productivity. Deming's 14 points for management are:

- 1) "Create constancy of purpose towards improvement" - replace short-term reaction with long-term planning.
- 2) "Adopt the new philosophy" – the implication is that management should actually adopt his philosophy, rather than merely expect the workforce to do so.
- 3) "Cease dependence on inspection" - If variation is reduced, there is no need to inspect manufactured items for defects, because there won't be any.
- 4) "Move towards a single supplier for any one item" - Multiple suppliers mean variation between feedstocks.
- 5) "Improve constantly and forever". Constantly strive to reduce variation.
- 6) "Institute training on the job". If people are inadequately trained, they will not all work the same way, and this will introduce variation.
- 7) "Institute leadership". Deming makes a distinction between leadership and mere supervision. The latter is quota- and target-based.

¹ Filipović J., *Osnove kvaliteta*, Fakultet organizacionih nauka, Beograd, 2007.

- 8) "Drive out fear". Deming sees management by fear as counter-productive in the long term, because it prevents workers from acting in the organisation's best interests.
- 9) "Break down barriers between departments". Another idea central to TQM is the concept of the 'internal customer', that each department serves not the management, but the other departments that use its outputs.
- 10) "Eliminate slogans". Central TQM idea is that it's not people who make most mistakes - it's the process they are working within. Harassing the workforce without improving the processes they use is counter-productive.
- 11) "Eliminate management by objectives". Deming saw production targets as encouraging the delivery of poor-quality goods.
- 12) "Remove barriers to pride of workmanship". Many of the other problems outlined reduce worker satisfaction.
- 13) "Institute education and self-improvement".
- 14) "The transformation is everyone's job".

Implementation of Total Quality Management in entrepreneurship and modern business is strongly connected to International Organization for Standardization.

2. INTERNATIONAL ORGANIZATION FOR STANDARDIZATION AND THE ENVIRONMENT

ISO is the International Organization for Standardization. It has a membership of 160 national standards institutes in all regions of the world. ISO's portfolio of more than 18 000 standards provides practical tools for all three dimensions of sustainable development : economic, environmental and societal. ISO standards for business, government and society ensure vital features such as quality, ecology, safety, economy and reliability. They facilitate trade, spread knowledge, and share technological advances and good management practice. ISO develops only those standards that are required by the market. This work is carried out by experts from the industrial, technical and business sectors. These experts may be joined by others with relevant knowledge, such as representatives of government agencies, testing laboratories, consumer associations and academia, and by nongovernmental or other stakeholder organizations that have a specific interest in the issues addressed in the standards.²

ISO has a multi-faceted approach to meeting the needs of all stakeholders from business, industry, governmental authorities and nongovernmental organizations, as well as consumers, in the field of the environment.

ISO has developed

- 1) standards that help organizations to take a proactive approach to managing environmental issues: the ISO 14000 family of environmental management standards which can be implemented in any type of organization in either public or private sectors – from companies to administrations to public utilities.
- 2) ISO is helping to meet the challenge of climate change with standards for greenhouse gas accounting, verification and emissions trading, and for measuring the carbon footprint of products.
- 3) ISO develops normative documents to facilitate the fusion of business and environmental goals by encouraging the inclusion of environmental aspects in product design.
- 4) ISO offers a wide-ranging portfolio of standards for sampling and test methods to deal with specific environmental challenges. It has developed 570 International Standards for the monitoring of such aspects as the quality of air, water and the soil, as well as noise, radiation, and for controlling the transport of dangerous goods. They also serve in a number of countries as the technical basis for environmental regulations.

Organizations around the world, as well as their stakeholders, are becoming increasingly aware of the need for environmental management, socially responsible behaviour, and sustainable growth and development. Accordingly, as the proactive management of environmental aspects converges with enterprise risk management, corporate governance, and sound operational and financial practices and performance, International Standards are becoming increasingly important for organizations to work towards common and comparable environmental management practices to support the sustainability of their organizations, products, and services. Furthermore, governments and regulatory bodies are increasingly looking to ISO standards to provide a framework to ensure alignment and consistency both nationally and internationally.

² www.iso.org

ISO International Standards and related normative documents provide consumers, regulators and entrepreneurial organizations with environmental tools with the following characteristics:

- Technically credible as ISO standards represent the sum of knowledge of a broad pool of international expertise and stakeholders.
- Fulfil stakeholder needs as the ISO standards development process is based on international input and consensus.
- Facilitate the development of uniform requirements as the ISO standards development process is built on participation by its national member institutes from all regions of the world.

Promote efficiencies when the same standards are implemented across markets, sectors, and/or jurisdictions.

Support regulatory compliance when the standards are used to meet market and regulatory needs.

Enhance investor confidence because the standards can be used for conformity assessment such as by audit, inspection or certification. This enhances confidence in products, services and systems that can be demonstrated to conform to ISO standards and provides practical support for regulation.³

3. ISO 14000 FAMILY OF STANDARDS

ISO technical committee ISO/TC 207, Environmental management, is responsible for developing and maintaining the ISO 14000 family of standards. The committee's current portfolio consists of 21 published International Standards and other types of normative document, with another nine new or revised documents in preparation. ISO/TC 207 was established in 1993, as a result of ISO's commitment to respond to the complex challenge of "sustainable development" articulated at the 1992 United Nations Conference on Environment and Development in Rio de Janeiro. It also stemmed from an intensive consultation process, carried out within the framework of the ISO Strategic Advisory Group on Environment (SAGE). SAGE was established in 1991 and brought together representatives of a variety of countries and international organizations – a total of more than 100 environmental experts – who helped to define how International Standards could support better environmental management. As a result, the ISO 14000 family of standards for environmental management was launched to provide a practical toolbox to assist in the implementation of actions supportive to sustainable development.⁴

From its beginning, it was recognized that ISO/TC 207 should cooperate closely with ISO/TC 176, Quality management and quality assurance – the ISO technical committee responsible for the ISO 9000 family of quality management standards – in the areas of management systems, auditing and related terminology. Successful steps have been taken to ensure compatibility of the ISO 14001 and ISO 9001 standards to facilitate their use by organizations that wish to implement both environmental and quality management systems to benefit themselves and their customers and stakeholders. These steps include a common standard (ISO 19011) giving guidelines for auditing environmental and quality management systems.⁵

Membership of ISO/TC 207 is among the highest of any ISO technical committee and is both broad and diverse in representation, two key indicators of the worldwide interest in the work of this technical committee. National delegations of environmental experts from over 100 countries participate in ISO/TC 207, including 27 developing countries. The leadership of the committee is shared between a developed and developing country (currently Canada and Brazil).

The national delegations are chosen by the national standards institute concerned and they are required to bring to ISO/TC 207 a national consensus on issues being addressed by the technical committee. This national consensus is derived from a process of consultation with interested parties and stakeholders in each country. ISO/TC 207 continues to explore new and innovative ways to allow member countries to contribute and participate in the standards development process without increasing their carbon footprint.

ISO/TC 207 has relationships with over 30 international organizations that serve as liaison members to the technical committee.

ISO 14001 is the world's most recognized framework for environmental management systems (EMS) – implemented from Argentina to Zimbabwe – that helps organizations both to manage better the impact of their activities on the environment and to demonstrate sound environmental management.

ISO 14001 has been adopted as a national standard by more than half of the 160 national members of ISO and its use is encouraged by governments around the world. Although certification of conformity to the standard is not a requirement of ISO 14001, at the end of 2007, at least 154 572 certificates had been issued in 148

³ www.iso.org

⁴ www.14000.org

⁵ www.asq.org

countries and economies. Other environmental management tools developed by ISO/TC 207 include ISO 14004, which complements ISO 14001 by providing additional guidance and useful explanations. Environmental audits are important tools for assessing whether an EMS is properly implemented and maintained. The auditing standard, ISO 19011, is equally useful for EMS and quality management system audits. It provides guidance on principles of auditing, managing audit programmes, the conduct of audits and on the competence of auditors. ISO 14031 provides guidance on how an organization can evaluate its environmental performance. The standard also addresses the selection of suitable performance indicators, so that performance can be assessed against criteria set by management. This information can be used as a basis for internal and external reporting on environmental performance. Communication on the environmental aspects of products and services is an important way to use market forces to influence environmental improvement.

Truthful and accurate information provides the basis on which consumers can make informed purchasing decisions. The ISO 14020 series of standards addresses a range of different approaches to environmental labels and declarations, including eco-labels (seals of approval), self-declared environmental claims, and quantified environmental information about products and services. ISO 14001 addresses not only the environmental aspects of an organization's processes, but also those of its products and services. Therefore ISO/TC 207 has developed additional tools to assist in addressing such aspects. Life-cycle assessment (LCA) is a tool for identifying and evaluating the environmental aspects of products and services from the "cradle to the grave" : from the extraction of resource inputs to the eventual disposal of the product or its waste. The ISO 14040 standards give guidelines on the principles and conduct of LCA studies that provide an organization with information on how to reduce the overall environmental impact of its products and services.⁶

ISO 14064 parts 1, 2 and 3 are international greenhouse gas (GHG) accounting and verification standards which provide a set of clear and verifiable requirements to support organizations and proponents of GHG emission reduction projects.

ISO 14065 complements ISO 14064 by specifying requirements to accredit

or recognize organizational bodies that undertake GHG validation or verification using ISO 14064 or other relevant standards or specifications.

ISO 14063, on environmental communication guidelines and examples, helps companies to make the important link to external stakeholders.⁷

ISO Guide 64 provides guidance for addressing environmental aspects in product standards. Although primarily aimed at standards developers, its guidance is also useful for designers and manufacturers.

Although the ISO 14000 standards are designed to be mutually supportive, they can also be used independently of each other to achieve environmental goals. Together, these tools can provide significant tangible economic benefits, including the following:

- Reduced raw material/resource use.
- Reduced energy consumption.
- Improved process efficiency.
- Reduced waste generation and disposal costs.
- Utilization of recoverable resources.

4. CONCLUSION

The whole ISO 14000 family of standards provides management tools for organizations to manage their environmental aspects and assess their environmental performance. Of course, associated with each of these economic benefits are distinct environmental benefits too. This is the contribution that the ISO 14000 series makes to the environmental and economic components of sustainable development and the triple bottom line. The ISO 14000 family of standards reflects international consensus on good environmental and business practice that can be applied by organizations all over the world in their specific context.

⁶ www.asq.org

⁷ www.14000.org

REFERENCES

- [1] Filipović, J., ISO, IEC i svetska trgovina, Tehnika, Beograd, 2007
- [2] Filipović, J., Međunarodna standardizacija i ocena usaglašenosti, Tehnika, Beograd, 2007
- [3] Filipović, J., Osnove kvaliteta, Fakultet organizacionih nauka, Beograd, 2007.
- [4] www.asq.org
- [5] www.14000.org
- [6] www.iso.org
- [7] www.tqmcasestudies.com
- [8] www.tqmnet.com

AMMENDMENT TO ALTERNIZATION: ISSUING AND INVESTMENT IN CORPORATE BONDS OF PUBLIC ENTERPRISES IN SERBIA

Špiler B. Mark¹, Jeknić N. Miodrag², Jorgić Z. Branislav³

¹JKP "Beogradske elektrane", Belgrade, Serbia, m.spiler@beoelektrane.rs

²JKP "Beogradske elektrane", Belgrade, Serbia, m.jeknic@beoelektrane.rs

³Jorgic Broker" AD, Belgrade, Serbia, b.jorgic@yahoo.com

Summary: *Corporate bonds are the type of securities that have not yet found a wide application in the Serbian financial market, and keeping in mind the tremendous opportunities that could potentially be provided by their applications, it seems that there is no rational economic reasons why their massive issuing shouldn't begin. This is especially a great opportunity for the public and the public – utility companies, which have problems with a lack of funds and resources of financing for years. The fact these mainly large business systems are owned by state, it can could be an advantage for investors, who usually want to invest in safer forms of securities. In addition, by investing in corporate bonds of public companies, the investor could potentially participate in the upcoming process of ownership transformation, and the payment of their services - in advance, as well as discounts.*

Key words: *bonds, corporations, market, investing, company, crisis*

1. INTRODUCTION

Serbia is already two decades in various forms of crisis. The crisis only changes its form of expression, i.e., names, but in any form keeping the prefix - economic. A large number of theorists defined series of proposals to overcome the economic crisis in recent years. Investing in sectors in the public domain, without a doubt, is one of the basic preconditions for raising the level of economic activity, which implies the maintenance of social stability, and external liquidity too, but mostly brings positive external economic effects. The fact that over 40% of GDP comes from the public sector was interpreted as a handicap until recently, but during the crisis, the fact that the state sector manages the crisis does not affect in a destructive way – it represents an advantage. Attracting of the strategic partners who would invest in these sectors is an imperative.¹ Therefore, this means investing in the development of the model that would improve these investments. This applies to both, foreign and domestic capital. Capital invested in these industries would have a multiplicative effect on the other sectors that are associated with these, but the private sector too. Therefore, the importance of developing of valuable papers market, which would contribute to investment in these sectors, is large and the bond market represents under-exploited potential. This is particularly true for corporate bonds.

Bonds as long-term debt value papers, with which the issuer agrees to pay to investor a predetermined interest rate for the appropriate period and, of course, to repay principal on predetermined due date, and it represents high quality and often used form of valuable papers. Despite the fact that on the financial markets exist different types of bonds, the basic classification is according to maturity², type of eminent³, market, type of

¹ It would be very important if the share of the state stays at least 51%

² Short-term and long-term

³ State, corporative, municipal

insurance, payment of coupon⁴, maturity of the principal and so on. From the perspective of the bond's issuer, we define three groups: government, municipal and corporate bonds. Government bonds issue state i.e., an authorized organ of the state, in order to secure funds from the real sources for matching inflows and outflows of the budgets i.e., to cover the current budget deficits and anticipative budget consumption. Municipal bonds (local authorities) are issued by cities, regions, schools, and so on to secure the necessary funds to finance the budget deficit of local government, development of infrastructure, etc. Corporate bonds are issued by companies, whether they are public enterprises, transport and industrial, banks, or financial companies.

2. CORPORATE BONDS

Corporate bonds are debt securities used by the business systems as the issuer agrees to return borrowed funds with a (fixed or variable) interest within a certain period. In essence, corporate bonds represent the liquid contracts with the obligation to pay principal and interest at maturity to purchasers of these securities. Essentially, they are potentially very good credit instrument because it creates fewer costs to company than traditional loans. Of course, the market clearly values value of the different corporate bonds and thus, for example, Microsoft's corporate bonds are rated different from those of eg. Sava Kranj. Corporate bonds, just as state and municipal, may be sold and resold on the secondary market. Corporate bonds are primarily transferable securities, whether they are made out to name or to bearer. Their important advantage is that they often produce lower costs for the company, rather than commercial loans and carry higher interest rates from state and municipal as well as a higher risk of return on invested funds, which depends on the issuer's credit rating.

Corporate bond trading is done both at the official exchange market and at the free over-the counter so-called OTC market. Bonds are quoted on a certain market segments according to its quality i.e., rating. High quality bonds are usually traded at the highest level of the market. Financing through the capital market has numerous advantages over other types of external financing of companies. This is primarily related to the avoidance of direct dependence of the banks. This market also offers access to a wider base of investors, liquid market, longer maturities and greater flexibility in choosing the appropriate instrument of financing. Capital market also provides a rule and lower cost of financing, structuring of issuers in the financial markets, and therefore the promotion of the company. Following examples from the developed financial markets, domestic companies have to recognize the advantages of financing through capital markets, which represent the primary step for domestic corporate bond market.

We need to mention that taking loans at commercial banks, except that is not the most appropriate arrangement, due to high interests, is not always easy. Therefore, companies cannot get money from banks, so it is logical to try on the capital market if it offers this option. As it's necessary to pay interest for any other credit commitment, so the bonds are issued with a coupon rate that is largely determined by general market conditions at the time of primary emissions. Payment of interest may be defined in different intervals, and the most usual is the semi-annual or annual payment. In addition, payment of interest on corporate bonds can be formed differently: in full or in installments. Unlike the government bonds, corporate bonds may have fixed and variable interest rate. Repayment in installments, as a rule is made in equal amounts for each period (bonds with fixed income), although it may be in different amounts (bonds with variable income). However, there are bonds whose interest rate changes during its term (bonds with variable interest rate), and even bonds that do not carry the traditional interest rate (so-called zero-coupon bonds) but they are issued under the denominations for the amount of interest (discount).

Many theorists define bonds as less risky form of investment than shares because the investor takes the risk, the possibility that the issuer may not be able to satisfy its obligations, to pay interest i.e., to pay principal.⁵ The good side is that a number of independent rating agencies rank the numerous bonds. Investors, logically, pay great attention to safety analysis of payment of their claims, that is, the ability of the company that issued bonds to pay its obligations in determined period. A large number of bonds are rated according to the risk by specialized institutions and rating agencies.⁶ This means that the investor can buy highly rated securities, which virtually does not take the risk of bankruptcy. We should add that value of the bonds constantly fluctuates. Bonds are more favorable than the savings in commercial banks and safer than stocks, because it promises to gain profit. Investors with more tendencies towards risk will invest in shares, while those whose

⁴ Interest coupon consist series and coupon number, interest rate height, due date, place and the way of paying interest rate, facsimile of authorized eminent and its stamp

⁵ This is known as credit risk

⁶ "Moody's Investors Service", "Standard & Poor's" and "Fitch Ratings" etc

focus is less risky investments, will invest their funds in bonds, which carry a fixed income, as opposed to actions in which revenue can fluctuate significantly within a short period of time.

Due to a series of negative factors, stock prices of the most companies on the stock exchanges, in spite of the positive business results in the previous period, were down to the lowest historical levels. That fact, logically, makes it difficult to collect capital through new shares issue. Investors who invest their money in the past few years buying on the Belgrade Stock Exchange are faced with the evident loss. This fact initiated a small number of new investors. This is in particular when it is about the stock market. On the other hand, the market for debt securities, specifically savings bonds⁷ and treasury bills is quite active. When it comes to savings bonds, a special advantage is represented by the fact that they provide protection of the falling exchange rate of the dinar. All this is a clear signal for the development of corporate bond markets, because a potential alternative to the absorption of capital from the market is lying in issuing of these debt instruments. Prices of bonds are not recorded as a cost in monetary units, but the percentage of the nominal amount of the bond. Price of bonds depends primarily on the ability of the issuer to meet its obligations,⁸ and the balance of supply and demand, of course.⁹

From the perspective of investors, investing in corporate bonds is quite lucrative, with the present risk that companies could go bankrupt. Of course, in addition to service of these rating agencies, on turbulent market like ours, there is evident dose of risk. Of course, choosing a stable company carries a smaller interest rate and thus lower earnings, but the choice of so-called "too big to fail" companies certainly reduces the possibility of loss. When we define the possibilities of investors in corporate bonds, it has two basic options. The first is that corporate bonds held to maturity with the regular payment of interest and principal and thus achieve the yield that is bought, or to sell corporate bonds at any time prior to maturity to other interested investors without the ability to achieve capital gains/losses.

3. ISSUING OF CORPORATE BONDS IN SERBIA AND ADJACENT COUNTRIES

Issuance of corporate bonds in Serbia would made considerable progress in the financial markets. Primarily from company's point of view, their emissions would provide alternative to bank loans. On the other hand, with this kind of bond investors offer an instrument that is by the risk and yield between bank deposits and investments in shares. In most cases, corporate bonds work in the following way - the issuer and the investor find a price ranging between bank loans and interest on the deposit. A prerequisite for the initial issue of corporate bonds is the permission of the Commission for the Securities, upon whose approval follows the issuance of these bonds. Those securities issued will be available for juristic and physical persons to buy. Nevertheless, most corporate bonds need to attract institutional investors such as insurance companies, pension and investment funds. A very important aspect is the fact that due to instability in global financial markets, reflected in movements in the markets of the region, and thus on the Belgrade Stock Exchange too, investors looking for the safest investment alternatives. Accordingly, the BSE is a free space for the development of bond markets. Currently the range of securities is at very low level and made of only a few bonds of the Republic of Serbia.

The company, which is a pioneer in issuing of corporate bonds in Serbia, should be Beogradska Telefonija, bearing in mind it plans to raise funds to complete the project of gasification by issuing bonds. The total issue of corporate bonds to be issued by Telefonija¹⁰ should be 2€ millions, with a duration of four years and an interest rate of 7.5 percent, plus a one-year Euribor. Of course, It would be very good that for an initial issuing of corporate bonds of Telephony as many interested parties as it possible get interested, which would be a positive signal so Telefonija could issue a new program and so substitutes some existing loan, for example. Nevertheless, it would be a good sign for the awakening of this segment on the BSE. The bonds will be issued with a maturity of 4 years as already mentioned maximum amount of 200 million dinars, with a variable interest rate of 7.5% +3 m Euribor and a grace period of one year. The nominal value per bond would be 10,000 dinars and it would be related to the EUR. Payment would be carried out through quarterly coupons.

⁷ Providing income of 4.5% per year

⁸ Interest rate and principal

⁹ When the bonds traded at a price of less than 100%, we say that the bonds traded at a discount, and if they trade at a price greater than 100%, we say that the bonds traded with a premium

¹⁰ BSE:TLFN

In Croatia, for example, the market of these securities is far more advanced than Serbian. Many companies, in almost all sectors of the economy, issued commercial bonds.¹¹ The first corporate bonds issued in Croatia were issued in 2002, then almost a decade ago than in Serbia, and the development of securities market in Croatia is connected with 2004, which was preceded by a large increase in trade in the market of commercial records, as well as the beginning of market development of corporate debt securities. After that, since 2005, until recently, the market was quite stopped and than in 2006 in Croatia six new issues of corporate bonds were issued, and more recently, the market is experiencing expansion. In late 2007, in the Croatian capital market 31 bonds was rated, of which 11 were public, four were municipal bonds, a one bond of state, and 15 corporate bonds. When talking about the issue of corporate bonds in the public sector, Croatian Post has joined to issuing of corporate bonds in the amount of 28€ million with public offering in which only qualified investors are able to participate.¹²

In Slovenia, the corporate bond market in recent years reached a very high level, and there are numbers of examples. The company Sava from Kranj, for example, concluded a five-year bond sale bought by 31 Slovenian investors whose sale has raised 26.5 million Euros.¹³ The interest rate is fixed and it is 7.2 percent. The collected funds company intends to use for adjustment of financing structures, and for refinancing certain parts of loans, especially those of short-term. There is another important piece of information. In the middle of 2007, the consortium consisted of Merfin, Sava, Banka Koper, Interfin Naložbe and Croatian Euro Veneto, was taken over by Merkur. Later they squeezed out the small stockholders becoming owners of Merkur and retreat Mercury shares of the stock exchange. A crucial reason for the bond issue was the provision of necessary financial injection.¹⁴

In Bosnia and Herzegovina recently began the development of corporate bond markets. One of the pioneers in this field, "ASA Finance"¹⁵ from Sarajevo, was completed in late 2008, the registration of a public offering of bonds in the amount of 1,810,000.00 KM. The main investors should be insurance companies, banks and investment funds. These corporate bonds are fully transferable securities and may be resold on the secondary market.¹⁶ 300.000 bonds were issued and the success was over 60%. It is clear that corporate bonds are in its infancy in Bosnia and Herzegovina, and the innovation on the securities market, and some serious trading is expected in the next period. A very important fact is the possibility of investing in corporate bonds on the Banja Luka Stock Exchange. Currently several companies from the Republic of Serbian acquired their funds for financing their business activities through the issue of the bonds. Above all, it should be mentioned Balkan Investment Bank AD Banja Luka, Cer ad Prnjavor and NLB Development Bank AD Banja Luka.

4. CORPORATE BONDS OF THE PUBLIC COMPANIES

Issuing of the shares is the exclusive right of the corporate established enterprises, while the right to issue of the debt instruments takes much wider range of subjects, including public companies. In order to collect capital for project financing, growth and development, public companies may issue a special kind of bonds called, corporate bonds. This type of bonds can be secured by mortgage and pledge, and they could be uninsured, then they can be with or without coupons, with or without participation in the profits of companies that issued bonds. An important advantage of the stock shares, compared to other financial instruments issued by corporations is the right of priority payment in relation to the owners of shares. The fact is that corporate bonds are characterized by a higher level of risk in relation to the government or bonds issued by local authorities, i.e. municipal bonds. Therefore, one of the most important motives for investing in this type of bond is in a potentially higher yield. It is understood, however, that investing in bonds of public companies is much safer investment than buying the bonds of private companies. The reason lies in the state ownership of these business systems. Bearing in mind the expressed sympathy of investors toward the safest financial instruments, it seems as more desirable than the introduction debt instruments on the stock market, above all, corporate and municipal bonds. The opportunities of issuing and the opportunity of the bonds of public companies is huge, and will obviously have strongly effect on the attractiveness of the domestic capital market.

¹¹ Atlantic grupa, Metronet, Medika, Pliva, Belisce, Podravka, NEXE grupa, Plava laguna, Plodine, Raiffeisen and HYPO Alpe Adria bank, Jadran Galenski laboratorij, Optime telekom, etc

¹² Source: Central Depository & Clearing Company Inc (SKDD)

¹³ The management of the company had consent of the supervisory board for issuing worth 50 million Euros

¹⁴ An important factor is emphasizing of the financial arrangements of 114 million Euros with the Merfin Company.

¹⁵ Joint stock company for economic, financial, and legal consulting

¹⁶ The Sarajevo Stock Exchange

Public enterprises in Serbia faced with a number of problems for years; a common denominator of all problems is a deficit of funds. The funds are mostly emptied, the banking sector provides loans, but interest rate is not favorable, seeking out new and better ways of financing public companies. Development of financial markets should contribute to these processes, especially the fact that countries in the region are for several steps ahead of us in the process of issuing corporate bonds. A number of advantages and opportunities that corporate bonds provide will inevitably lead to the expansion of their issuing and use.

Security of investors is very important segment. According to the method of securing the rights, bonds are divided in to a guaranteed, non-guaranteed bonds, and pawn tickets.¹⁷ Guaranteed bonds usually provide funding for the needs of public interest and they are very efficient instrument for collecting money, for the financing of the infrastructural projects and to finance other forms of development, i.e. business. States usually guarantee for the obligations of the issuers of those bonds, which is the maximum level of security for investors. It is logical that the investor will always strive to have in its portfolio a higher percentage of safer securities, which means guaranteed corporative bonds of the public companies were among the safest values of securities on the BSE.

Defining of the so-called special rights, bonds could be classified as participatory and convertible shares. This is a particularly important opportunity for the bonds of public companies. It does not apply to participatory bonds, which, in addition to interest, provide to holder the right to dividends too, in accordance with the decision on the issue. In contrast to that, convertible bonds give the right to convert bonds into action or the right of purchase, in accordance with a decision on the issue. Bearing in mind the process ahead of public enterprises in Serbia, it gets important. In fact, most of the public and utility companies in Serbia are faced with the process of ownership transformation. Until than, companies need to seek the best sources of financing for numerous projects, as well as certain segments of the business. The fact that bond investors by buying of public companies, may eventually become their shareholders or owners, may be a decisive motive for many of the "big players" to participate in the purchase of corporate bonds, and therefore in the financing of public enterprises, and potentially in their property. This means that corporate bonds of the public companies are not the only credit securities, but more importantly – they are "conditional" ownership securities. If the corporate bonds were interchangeable and participatory, then they could be converting to shares of companies in accordance with verified program of transformation in legal term of 5 years. In this process, the role of the state would not be just a regulatory-control, but these processes would be stimulated and guided to specific programs.

Bonds of the public and especially public – utilities companies, may have more significant advantages. The fact that public companies done their business in the sectors of public interest, and in communal activities too, could represent an additional opportunity for investors in corporate bonds of these business systems. Namely, the bonds in its portfolio, which certain investor has, except in the financial markets, may find its use in billing services of the companies which are their issuers. Therefore, through bonds issued by the JKP "Beogradske Elektrane", their owner could pay the thermal energy (heating) delivered by this company, through the bond of EPS it could pay electricity and etc.

5. RESUME

The growth of investment into strategic sectors could follow their incorporation and opening to influences of financial market. While the use of privatization revenues for investments in energy do not increase demand and on the other hand, the development of capital markets uses securities issuance as an important strategic sector for the decreasing of demand. In this sense, the state can be found in a more positive role. Development of capital market can be encouraged primarily by securities (shares and convertible bonds) of state corporation from priority sectors and government financial institutions. The best effects of the transformation of public enterprises in developing of a country could and can be achieved by: the subject of transformation and recapitalization and conversion of debt into shares, by issuing of the new shares or bonds under the Law on business companies, prior to or during the transformation of ownership, organized (institutional) registration of the free shares and actions with and without the discount using savings and bond issuance of the (new) shares and bonds and their secondary trading to create the real basis for the mobilization of domestic and arrival of foreign capital and strategic partners, in subjects with the programs of state property transformation, which are made pursuant to a separate program or with the consent of the founders, the opportunity for optimal and comprehensive qualitative changes.

¹⁷ Pawn ticket is a type of mortgage bonds based on which the issuer's obligations are secured by mortgage. Pawn ticket are issued by banks to refinancing of approved mortgage loans.

In a broader sense, these securities may be used for financing major infrastructural projects, such as the current bridges in Belgrade, for example. We should not reject the fact that European Bank for Reconstruction and Development approved a loan to Gazela Bridge in Belgrade with commercial rate of 5 percent a year, and while some bonds on the BSE, for which there is great interest of investors, provide a yield of 4.5 percent per year. It seems to be that turning to domestic investors could be an alternative even to this credit arrangement, which involves a great number of threatening "unconventional" claims. It is just one more confirmation of the fact that corporate and municipal bonds represent a huge unused potential.

REFERENCES

- [1] Adižes, I., Upravljanje životnim ciklusima organizacije, Adižes, Novi Sad, 2004.
- [2] Bajec, J., Savremeni privredni sistemi, Centar za izdavačku delatnost Ekonomskog fakulteta, Beograd, 1998.
- [3] Bodie, Z., Kane, A., Marcus J.A., Essentials of Investments, Irwin / Mc Graw – Hill, New York, 1999.
- [4] Ćirović, M., Bankarstvo, Bridge Company, Beograd, 2001.
- [5] Đuričin, D., „Naša šansa oslonac na državu“, Politika, Beograd, 2010.
- [6] Gogan, A. P., Integracije, akvizicije i restrukturiranje korporacija, Prometej, Novi sad, 2004.
- [7] Gouillart, J. F., Kelly, N.J., Transforming the Organization, McGraw-Hill, New York, 1995.
- [8] Gujaničić, N.: “Sporo vidanje rana”, Ekonomist, Beograd, 2009.
- [9] Jorgić, B.: „Gazela“, Ekonomist, Beograd, 2010.
- [10] Kasio, V., Orgovorno restrukturiranje. Prometej, Novi Sad, 2004.
- [11] Koter, P.D., Vođenje promene, Želtnik, Beograd, 1998.
- [12] Mijatović, B., Privatizacija, Ekonomski institut, Beograd, 1993.
- [13] Jeknić, M., Špiler, M.: “Javno-komunalna preduzeća – Strategija izlaska iz krize u periodu globalne krize“, Beogradska poslovna škola, Beograd, 2009.
- [14] Vasiljević, B., Osnove finansijskih tržišta, Zavet, Beograd, 2002.

THE APPLICATION OF DISCRIMINANT ANALYSIS IN MARKETING METRICS AND CONSUMER RESEARCH

Tasić Svetlana

Faculty of Economics and Political Sciences, Alfa University, Belgrade, Serbia, svetlanam@sbb.co.yu

***Summary:** There is a large set of statistical/quantitative techniques that lead to the classification of statistical units in different sub-groups of the population, an operation which is especially relevant to the identification of market segments. Discriminant analysis is one of these techniques and it starts from a pre-determined allocation into two or more groups and explains it on a basis of a set of predictors. Thus, rather than producing a classification, the objective is to explore its determinants. Discriminant analysis is very useful in understanding the factors leading consumers to make different choices and in creating marketing strategies which are based on predictors.*

***Key words:** predictors, discriminant functions, discriminant coefficients, classification*

1. INTRODUCTION

What makes a customer loyal? What sort of shopper is expected to show up on a Saturday? Who likes the new flavour of soft drinks? What makes the difference between those shopping at Maxi or those shopping at Pekabeta? These and many other questions can find an answer through some of quantitative, statistical techniques such as discriminant analysis which is one of several classification techniques.

Discriminant analysis allows one to explain the allocation of observations into two or more groups on the basis of a set of predictors [1]. This is especially useful in understanding the factors leading consumers to make different choices in order to develop marketing strategies which take into proper account the role of predictors. Discriminant analysis looks at discrimination between two groups while multiple discriminant analysis allows for classification into three or more groups. Discriminant analysis and multiple discriminant analysis share similarities and overlap with several other statistical techniques but still there are some very important differences.

2. THE COMPARISON OF DISCRIMINANT ANALYSIS TO OTHER STATISTICAL TECHNIQUES

Discriminant analysis shares similar objectives and problems with other multivariate statistical techniques. However, there are also some key differences. Here is a brief set of comparisons:

Analysis of variance – In factorial ANOVA a metric variable is measured for a combination of qualitative classification variables (treatments and explanatory factors). Here, the situation is reversed and the classification variable is explored for a combination of independent metric variables.

Principal component analysis – There are similarities between the discriminant functions and the principal components. The first discrimination function, as the first principal component, has the highest discrimination power. However, the techniques are very different. Multiple discriminant analysis considers the variability in the classification variable (the dependent one) and maximizes it conditional on independent variable, while

principal component analysis aims to summarize the variability of all the covariates by creating the principal components as linear combinations of the independent variables.

Cluster analysis – The key difference between cluster analysis and multiple discriminant analysis is similar to the difference between multiple discriminant analysis and principal component analysis. While in multiple discriminant analysis the researcher knows (from the sample) to which group each of the observations belongs, in cluster analysis the groups are unknown and are identified by the technique.

3. THE CHARACTERISTICS OF DISCRIMINANT ANALYSIS AND ITS APPLICATION IN MARKETING METRICS AND CONSUMERS RESEARCH

Discriminant analysis is a statistical procedure which allows one to classify cases in the separate categories to which they belong, on the basis of a set of independent variables (predictors or discriminant variables). This implies that the target variable (the one determining allocation into groups) is a qualitative (nominal or ordinal) one, while the characteristics are measured by quantitative variables.

To illustrate this using cases and examples from marketing metrics and consumers research, the example will be made from the Trust data-set [2]. The respondents are asked if they buy meat at the butcher’s or at the supermarkets. Thus, respondents may belong to one of two groups. One can try to “discriminate “ between two groups with a set of consumer characteristics. For example: the expenditure on meat in standard week, age of respondent, whether the respondent agree (on a seven point ranking scale) that the butcher sell safe meat, and trust (again on a seven point ranking scale) towards supermarkets. Does a linear combination of these 4 characteristics allow one to discriminate between those who buy meat at the butcher’s and those who do not? Since there are only two groups, the final output of the analysis will be a single discriminating value. For each respondent we use the identified linear combination to compute a score. Respondents with a score above the discriminating value are predicted to belong to one group, those bellow to the other group. The linear combination value is discriminant score. The linear combination of the original variables is discriminant function and allows one to predict to which category each case belongs on the basis of the independent variables. Finally, the discriminant analysis provides information about which of the original predictors are most helpful to discriminate across groups.

Considering the example mentioned above, the purpose is discriminating between those who shop at the butcher’s shop versus those who do not, using 4 independent variables or predictors (weekly expenditure on meat, age, safety of butcher’s meat, trust in supermarkets). Discriminant function is :

$$Z = \alpha_0 + \alpha_1x_1 + \alpha_2x_2 + \alpha_3x_3 + \alpha_4x_4$$

where the x_i are the predictors and the coefficients α_i need to be estimated.

The above equation is the starting point for Fisher’s linear discriminant analysis which is the classic technique for discriminant analysis.

There are 2 key assumptions behind linear discriminant analysis-the predictors are normally distributed and the covariance matrices for the predictors within each of the groups are equal. Departure from the first condition should suggest use of alternative methods (logistic regression), while departure of the second condition requires the use of different discriminant techniques usually with quadratic discriminant functions [3]. In most empirical cases, the use of linear discriminant analysis should suffice. The first step is the estimation of the α coefficients, i.e. discriminant coefficients. These coefficients depend on the measurement unit, thus it is preferable to look at standardized coefficients to compare the relative contribution of each predictor to the discriminant scores:

Table 1 : Discriminant coefficient estimates

In a typical week how much do you spend on meat?	0.095
Age	0.025
Safer from the butcher	0.454
Trust in supermarkets	-0.297
Constant	-2.515

Table 2 : Standardized discriminant coefficients

In a typical week how much do you spend on meat?	0.378
Age	0.394
Safer from the butcher	0.748
Trust in supermarkets	-0.453

Those who consider the butcher's shop as a safer meat supplier have a higher discriminant score and this predictor has the larger positive impact followed by age and expenditure on meat. Instead, trust in supermarkets has a negative sign and reduces the discriminant score. It is intuitive from these values that higher discriminant scores increase the probability of being classified among those who shop at the butcher's shop, however one may look at the group centroids in the table below (the discriminant score means for the groups) to have a clearer view :

Table 3 : Group centroids

Butcher	Function
No	-0.307
Yes	0.594

As expected, the average value for those not shopping at the butcher's shop is negative, while for those who purchase meat in the supermarkets is positive. Since one can compute the discriminant score for each of the respondents, it is possible to determine the cut-off point at that value which separates the two groups.

Table 4 shows the number and percentages of correctly classified cases. 88.1 % of those who answered " no " are correctly classified, while 38.5 % of those who answered " yes " are correctly classified. In total 71.2 % of the cases were correctly classified. This is a relatively satisfactory result. Given that 66 % of respondents in the sample declared not to shop in the butcher's shops, if one simply assumes that " nobody buys meat in butcher's shops ", 66 % of cases would be correctly classified. Correct prediction of the sample cases is not the main aim of the analysis, but it is useful to understand the relative role of the predictors. The analysis shows that perceived safety of butcher's meat is an important variable in discriminating between the 2 groups.

Table 4: Classification results

Count	Butcher	Predicted group membership		
		no	Yes	total
	No	244	33	277
	Yes	88	55	143
	Ungrouped class	1	1	2
%	No	88.1	11.9	100.0
	Yes	61.5	38.5	100.0
	Ungrouped class	50.0	50.0	100.0

As anticipated, one of the assumptions of discriminant analysis is that the covariance matrices are equal across groups. This hypothesis is tested through the Box's M test. This test is very sensitive, as it is likely to reject the null hypothesis with large sample sizes and when some departure from normality is observed, thus one should use a very conservative significance level. Even when the null hypothesis is rejected, it is usually still safe to proceed with discriminant analysis unless outliers affect the data.

Another statistic which appears in discriminant analysis output is the Wilks' Lambda which has values between 0 and 1 and measures discrimination between groups. The lower is the Lambda, the higher is the discriminating power of the examined function. The Wilks' Lambda can be computed both for the function as a whole or separately for each of the predictors in a discriminant function.

One of the first values returned by discriminant analysis is the eigenvalue of the discriminant function. Table 5 summarizes the diagnostics for the 2 group discriminant analysis :

Table 5: Diagnostics for discriminant analysis

	statistics	p-value
Box's M statistics	37.3	0.000
Overall Wilks' Lambda	0.85	0.000
Wilks' Lambda for Expenditure	0.98	0.002
Wilks' Lambda for Age	0.97	0.001
Wilks' Lambda for safer from butcher	0.91	0.000
Wilks' Lambda for trust in supermarkets	0.98	0.002
Eigenvalue	0.18	
Canonical correlation	0.39	
% of correct predictions	71.2 %	

All the predictors are relevant to explain the discrimination between the 2 groups. The overall function is also significant. The assumption of equal covariances is rejected which suggest to apply a quadratic discriminant function method.

Although this paper focuses only on the 2-group discriminant analysis, it is important to mention that there is multiple discriminant analysis which allows for classification into three or more groups and which has more than one discriminant functions. Multiple discriminant analysis is also very useful tool in marketing metrics and consumer research and there are many cases and examples where this technique helps to make decisions referring to classification and segmentation.

4. CONCLUSION

Discriminant analysis allows one to test the relevance of a set of predictors in explaining why one observation belongs to a specific group of a categorical dependent variable. This technique opens the way to many useful applications in marketing metrics as it allows us to distinguish between those who make a specific purchasing decision and those who do not on the basis of some predictors that may be observed on potential customers outside the collected samples. Thus it becomes possible : a. to anticipate/identify a potential customer choice by looking at a `set of observable variables; and b. to influence consumer choice by changing some of the modifiable variables (for example product characteristics). In simple 2-group discriminant analysis a single discriminant function is estimated. By looking at the coefficients and other statistics it is possible to assess the discriminating power of the individual predictor. By using the estimated function it is possible to assign observations to either group according to the computed discriminant score and the cut-off value. Multiple discriminant analysis simply generalizes discriminant analysis to analyze target classifications with more than two categories.

REFERENCES

- [1] Mazzocchi, M., Statistics for marketing and consumer research. London: sage publications, 2008. pp.248. ISBN 978-1-4129-1121-4
- [2] Food risk communication and consumer's trust in the food supply chain. Available on Web site: <http://trust.unifi.it>
- [3] Viswanathan, M., Measurement error and research design. London:Sage publications, 2005. pp. 338. ISBN 1-4129-0642-3

FOREIGN DIRECT INVESTMENTS AS BUSINESS DEVELOPMENT FACTOR

Tešanović Branko

Military academy, Belgrade, Serbia

***Summary:** This works is dealing with foreign direct investments (FDI) and ways on which FDI can contribute to successful development of country where invested. Some points of view are assessed how they can affect the countries in development, as well as the developed countries too. Benefit from FDI can have everyone – investors and country where invested, because the country standard is rising, new working places are to be opened, educational level is improved, new technologies are to be introduced and improvement of the infrastructure. FDI could help in contemporary technologies access increase, management knowledge, as well as the access to international distributive channels.*

***Key words:** foreign direct investments, new technologies, business development.*

1. INTRODUCTION

Business growth and business contents changes explain the economic structure of business development. It has sense only if enables a better life to the majority of population. Production in one country can grow with various changes in the business contents. Numerous and different factors influence on the business development of some country. They originate from the business, but also from the other parts of the society that business is connected with. Development carriers originate from its natural surrounding, which presents comprehensive form of life and work of people and treasure of natural sources. Also, the population belongs to this environment, as working source for business development's needs. List of business development's carriers obviously is very long. Primarily it is about the basic product carriers, and including with technological progress.

Technological progress is especially important carrier of business development. Its importance grows within time. Under influence of technological progress, certain positive business changes occur. Thanks to it, production is expanding and new branches occur, which significantly contribute to business development and society in general. Some countries can not invest sufficiently furthermore in its businesses, so they see necessary help in foreign investments.

2. FORMS OF FOREIGN INVESTMENTS

On economy growth and development of countries in development and countries in transition direct impact is done with foreign investments. Foreign investments are of significant importance in the structural production changes and export in beneficiary countries.¹

Basic types of foreign investments are the following: foreign direct investments, various types of mutual investments (joint ventures), portfolio investments, investments concerning privatization (new efforts and takeover of company properties, as well as – debt equality swaps), and concessions too.

¹ Cirovic, M., *FDI: Trends and strategies*, Foreign investments – business – analytic access, University BK, Belgrade, year 2000, page 8

3. FOREIGN DIRECT INVESTMENTS

FDI are events when investor which is in one country (country of origin) makes active capital in other country (host country) with intention to manage this active capital. Under this term is meant whole property of the company, i.e. active capital ranges all means and rights that one company owns. Dimension of management is something that differentiates direct investments from portfolio investments into foreign actions, bonds, and other financial instruments. In most of cases and investor and active capital that manages in the foreign countries is represented by business companies.

3.1. Foreign direct investments and domestic production contents

Governments of FDI user countries try to impose domestic contents request to foreign investors affiliations², in order to increase „industrial connectivity“ and multiply „recurrent relations“ with intention to create competitive domestic industrial structure.³

These countries emphasize same argument of industrial branches insufficient development as a reason for the demands above, and temporarily arguments of sophisticated strategic trade policy is exposing. In almost every case, demand of domestic content is followed by certain import restrictions.

3.2. Foreign direct investments and privatization

FDI speeds up the business development not only as addition to domestic savings, but because enabling of new technology access.⁴ FDI could have for result direct import of developed technology, but also and transfer of managing and productively directed knowledges. FDI could generate positive externalities on domestic companies, in a sense that they are in possibility of acquiring new knowledge with help of the ones delivering inputs to foreign companies or compete for consumers, could also stimulate additional domestic investments. Scale which the host country will be in state of absorbance foreign technology, directly through host affiliations of transnational companies or directly by overflowing to domestic companies, depends on the state of human`s capital which is existing in host economy, because the human capital and developed technology are complementary inputs. Empirical researches show that input FDI can have positive externalities on countries with relatively quality human resources and in the countries accepting export orientated strategy. From the aspect of relative availability of human resources and liberalization of trade regimes, developed countries can fulfil both demands; can be in position to use both types of externalities.

Besides providing access to contemporary technology, FDI can also provide needed corporate managements to the countries in transition. Bad management is one of the main reasons of bad performances of companies in state property in the past in Serbia, but even nowadays. One of the ways to secure solid management of structure in power is to sale it to foreign strategic investor. These investors have power and encouragement for effective control of management. If big number of companies in state property is sold to strategic foreign investors, then the main role will be left to investors. Rule for attracting new FDI is transparency.

Vital role of transparency for FDI is coming from few reasons.

First is that non-transparency leads to additional costs for business. It means for collecting the missing onformations, but corruption too, which can be very expensive for companies.

Second reason of transparent policy importance is because it facilitates international managers and acquisitions, positive action on investor` attitude, and open regime of trade and investments, which are powerful instrument for FDI attraction.

It is widespread the fact that FDI have most complete effects on domestic business development, if are in completely in foreign possession. In that case, branch office is completely integrated in company of origin global business. This type of integration process was earlier stimulated with host country`s desire to achieve export results. Companies that are in totally foreign property, and integrated in company of origin`s global network, provide much greater benefit comparing to the one presented by invested capital, management and marketing to the economy of countries which are located in. When foreign investor decide to include the production of the host country to the own network wide strategy, in order to face the global and regional competition, when everything becomes obvious dynamic „integration effect“, providing the host country new technology, fast modernization, better management and higher industrial standards than in any other form of foreign capital`s existence.

² Affiliation of foreign investors means investor`s company branches in the investing country.

³ Kovacevic, R., *Shapes and mechanisms of foreign investments*, foreign investments – business-analytical access, University BK, Belgrade, year 200, page 25

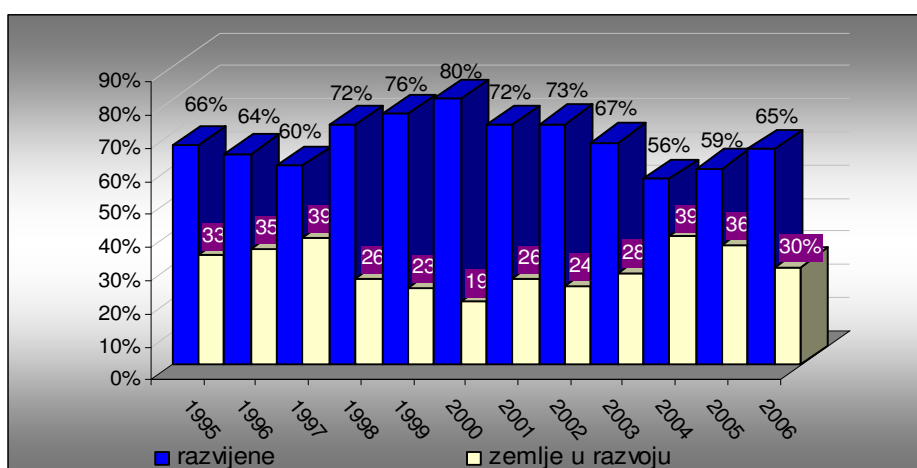
⁴ Same as above, page 29

There are numerous parameters showing that branches in completely foreign ownership mainly serve for processing finishing activities, although other indicators exist, showing the fact that these activities are characteristic by high added value and create dynamic recurrent relations, enabling overflow of technology and knowledge in local economy.

In the aspect of perspectives, FDI must emphasize that global integration will continue initiating FDI where is suitable ambient disposed. For removing obstacles for FDI it takes time. Small number of countries is done comprehensive policy reform of foreign investment, although many countries have done measures for provoking FDI. Countries in development are in three phases of reform process: some ones are leading hosts of FDI, others are becoming hosts of FDI, and some even begin to promote ambient for inflow of FDI. Having in mind that integration process in the world economy is connected to the inflow plan of FDI, it is to expect that, independently of reform tempo in some countries,, general direction of movement will be towards greater liberalization. Comparing to the early inflow of FDI, which often was using the business inefficiency of countries in development, new inflow of FDI will be directed towards efficient production on world markets.

FD inflow is still concentrated on relatively small number of countries in development and playing unimportant ole in many countries development. Some of the disadvantages in many countries can be overthrown by consistent and perspective economy policy; even the riskier countries can also attract FDI. Only appropriate policy of opening and exposing domestic market to international competition can create long-term basis for greater benefit of FDI. Nevertheless, most FDI go in already developed countries, as shown in the Fig. 1. Countries in development have slow decrease of FDI. For countries in transition, according to many predictions, it is now coming the period of improvement.

Fig. 1: Comparative display of FDI: developed /countries in development



Source: <http://danica.popovic.ekof.bg.ac.yu/prezentacija-SDI-6-decembar.ppt>

In the developed countries almost two thirds of FDI is concentrated. Developed countries present also the greatest source of FDI. On the Fig. 1 variations through years are shown, but more and more money are transferred to the countries of transition.

FDI grow, and 2006 was very fertile year, because FDI increased for 34%, and become 1.2 billions of dollars. The graph is showing recession in the period 2000 – 2003, mostly felt by USA. FDI growth in the period 2003 – 2006 is consequence of fast growth of developed countries and transitional economies.

By mediation of FDI it is possible to transfer new technologies, new technic of management, and also domestic companies access to foreign markets is enabled. Owners of technologies often are not showing readiness to give up the contemporary technology to the partner, if not fulfilled certain range of management control, what is possible by FDI. Domestic partner in FDI can be user of product mentioned, but can also have better access to foreign market or mediate better marketing technic and numerous commercial channels. Because of the fact that is hard to organize fulfillment of certain contracts control, owners of foreign knowledge and technologies often decide to go on action participation in the company, because can leave certain control of using own input, and with participation in financial risk they gain right on appropriate share in the profit. Constant partner usually has better access to international commercial channels, and alocal partner can provide better access to the local market.

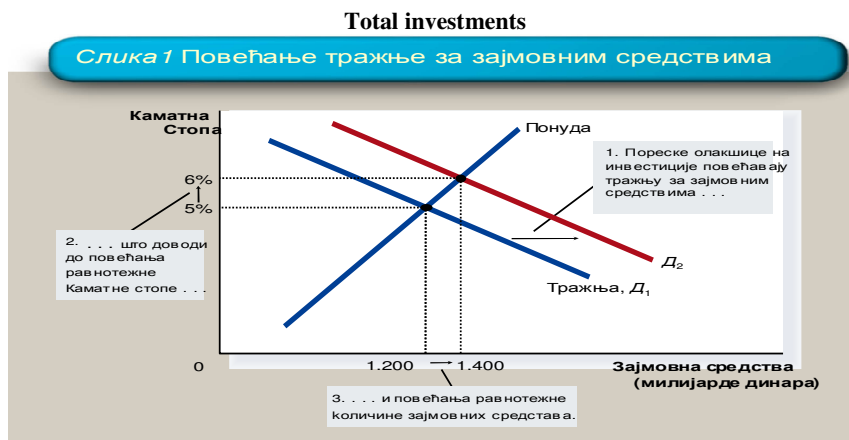
FDI can help to improve the access of modern technologies and management knowledge, also as access to international distribution channels. Besides, the strategic foreign investors can help solving problems of corporate management in privatized companies. Empirical data show that companies with international involvement have better productivity and profitability growth, above the average. FDI in countries of transition mainly were predominant export orientated. Companies with international involvement have share of above average of export profits in these countries. On that way FDI helped for country to become capable of acquiring foreign finances (foreign currency) and at the end to decrease their dependence on foreign capital inflow. In the first years of transition, most of FDI was connected to privatization of state enterprises. As privatization was coming to an end, this source of FDI dried up.

4. FOREIGN DIRECT INVESTMENTS IN SERBIA

Serbia and Belgrade up to the economy crisis beginning were attractive for international investments. Total value of international investments in period of 2001 – 2006 is 8.9 billions dollars, and from 2006 is only 4.4 billions.

Big number of multinational companies has developed business in the country. On the list of leading foreign investors are companies, such as Telenor, Telenor, Mobilkom Austria, Philip Morris, Banca Intesa and InBev, and in the preparation are many new crucial investment projects. World economy crisis was the reason of FDI fall in Serbian economy. In 2008, comparing the previous year fell for 14%, and in 2009, decreased for 20%. It is necessary to improve investment ambient, e.g. when transition on tax facilitations for investments could initiate companies for greater investments, demand for credit means will be encouraged. Balanced interest rate will grow, and greater interest rate will be a reason for savings. On Fig 1, when demand curve is moving from D_1 to D_2 , balanced interest rate grows, and balanced quantity of depth finances, which are saved and invested, increased from 1.2000 to 1.400 money units.⁵

Special opportunity for investment in Serbia is given by: energetic sector, infrastructure and agronomy. Energetic sector products are requested, many resources are insufficiently used, and FDI on global level in this sector are improving. Infrastructure objects are necessary to Serbia because of improving general ambient, and besides other, to attract foreign investors. One of the models would be joint venture, what could be recapitalization of current infrastructural and energetic objects. Investments in agronomy would drastically improve external liquidity of the country, import of food will be decreasing, and export increasing, special opportunities are organic food products. In function would effectively and efficiently put resources of agronomy land, where we have comparative and absolute advantages in the aspect of surrounding.



Belgrade was on first place in Serbia by foreign investments inflow up to year 2006.⁶ Total value of investment projects in the capital were in the range of 3,5 billion dollars, what was 80% of all foreign investments in Serbia (Fig. 2), and most interesting for the foreign investments are service activities – banking sector, trade, telecommunications, but also the development of real estate and production branches.

⁵ Manchew G., , *Principles of economy*, Economy faculty, Belgrade, year 2008, page 579

⁶ <http://www.beograd.org.yu>

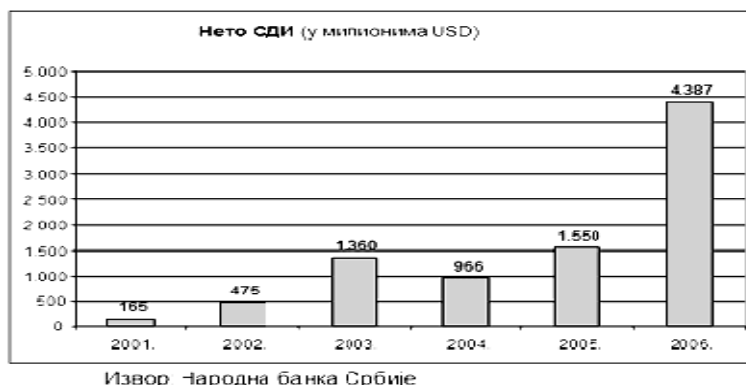


Fig. 2: FDI net in Serbia (2001 – 2006)

Biggest foreign investors are mentioned by criteria of business capital, which in these cases was Belgrade, having in mind that a part of investments are realized in the other places too.⁷ Informations for the height of investments based on SIEPA researches and comprise as realized, and the announced investments too.

Ten biggest FDI in Serbia are: Ball Corporation (60 millions \$), Merkur (60 millions \$), GTC International (58 millions \$), Hellenic Petroleum (50 millions \$), Veropulos (34 millions \$), Laiki Bank – Centrobanka (33 millions \$), Neochimiki – Rafin. nafte Beograd (30 millions \$), General Group – Delta osiguranje (30 millions \$), Hotel IN (20 millions \$).⁸

Macroeconomic stability, market size, business costs, human resources, geographic position and investment infrastructure present the most important reasons that make Belgrade one of the most attractive locations for business in this part of Europe.

5. CONCLUSION

Foreign investors needed to all countries, especially countries in transition, having chronic lack of own capital, management knowledge, contemporary technology, export channels, and the ones without home savings from which can independently finance own development. As alternative to coming of FDI, there are credits – commercial or credits of international financial institutions, and financing investments with home savings.

From FDI is expected production growth, salaries growth, employment, export, tax income, technic and managerial skills, weakening of domestic monopolistic forces and competition growth. Nevertheless, there are risks, such as – deficit growth of balance of payments, growth of unemployment among laying-off, extrusion of domestic investments, creating local monopolies, pollution of environment... From FDI mutual benefit can be done – for the foreign investor, and for the country of investment, in the aspect of growth and business development.

REFERENCES

- [1] Cirovic, M., Pusara, K., Shapes and mechanisms of foreign investments, foreign investments – business-analytical access, University BK, Belgrade, year 2000
- [2] Cirovic, M., FDI: Trends and strategies, foreign investments – business-analytical access, University BK, Belgrade, year 2000
- [3] Manchew, G., Principles of economy, Economy faculty, Belgrade, year 2008.
- [4] <http://www.begrad.org.yu>
- [5] <http://danica.popovic.ekof.bg.ac.yu/prezentacija-SDI-6-decembar.ppt>
- [6] <http://www.ekonomist.co.yu/>
- [7] <http://pks.komora.net>
- [8] <http://siepa.sr.org.yu>
- [9] <http://sr.wikipedia.org>

⁷ <http://www.begrad.org.yu>

⁸ <http://pks.komora.net>

THE SURVEY AS A RESEARCH TECHNIQUE IN THE PROCESS OF TEACHING

Tomanović Nevenka¹, Trnavac Dragana²

¹Faculty for Trade and Banking, Beograd, Srbija, nevenka.tomanovic@ftb.rs

²Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,
dragana.trnavac@fbsp.edu.rs

***Summary:** This simple statistical method is extremely useful for quick and easy data collection and applies to all processes that are present at the University.*

With it we can improve the teaching process, so that we get information, careful analysis may indicate the possible failures, as in the teaching-learning, or in the organization of teaching, as well as in the places that need to be responsive to the consequences prevent or mitigate.

***Key words:** survey, questionnaire, correlation, pattern analysis.*

1. INTRODUCTION

The survey method useful in all processes of the research in University. Following that the markets are determining needs and customer demands, as a first step carried out surveys among potential employers, graduated high school, high school students and their parents. Based on survey results conducted on activities.

For example, based on surveys with prospective students who submit their application for, only 78% of them actually enroll in college.

In the process of teaching by using anonymous surveys among college students can get information about their vision of teaching, the work of student services, faculty management, student organizations and a general impression about the college, which careful analysis can point to some "points" as possible sources of problems and work to resolve them.

2. SURVEY

The survey method that collects data using before prepared questionnaires, where respondents their responses provide information about the observed symbols of statistical gathering. In the implementation of the survey respondent approach, namely a set of statistical unit can be direct and indirect.

Direct access is achieved when a person or team conducting the survey published in the field ii in direct contact with respondents collect answers to questions from the questionnaire.

An indirect approach is realized via mail, telephone, e-mail and Web. In this way, reduce the costs of data collection. Depending on the volume of research, organizing the collection of data can be carried out by one person or group of researchers employed in specialized institutions where the main activity.

Most complex work is the preparation of the survey preparation questions, where the question of whether to use an open or closed questions. Issues open to respondent is not set rigid frames for response, but it suits comes naturally while in the closed questions the respondent to answer limited options. In this type of

questions are usually offered two or three possible answers between which the respondent then selects the one that best reflects his views. For high-quality preparation of the survey is necessary to conduct a preliminary investigation within which you can determine all the elements that are essential to good writing matters and any other factors that determine the value of the entire research

Thus, the Scheyer Institute for Teaching Excellence¹ brief e-mail survey sent to CELTA trainers that were contacted in large groups, the question of whether they use or have ever used a kind of instantaneous (rapid) mechanisms for collecting information on the course to teach (even if it was as simple as when students raise two fingers), if so, how and why.

Of 54 faculty who responded to research only 16.7% clearly indicated that they do not currently collect feedback during lectures in large groups, and for those who did (N = 45) reasons for this are as follows:

- check understanding of material 42%,
- Research of previous background 13%
- check the preparedness of the group for a class 11%
- explanation of the concept (illustration) 11%
- research attitudes of students 6%
- preference surveys of students 4%.

Most of the procedures applied are described as current (fast) and a simple method for collecting data through informal questions (33.3%) and voting, for example. lifting arm (48.3%).

To the question "How do you imagine that an electronic method can improve this result?" The answers indicate that the two primary improvements that colleges expect dependent from each other and seen as a function of:

- 1) high representative feedback response to the
- 2) creating a "security identity" for students.

Colleges believe that the students gave honest answers (64%) if students' answers would not be "public." A number of faculty (20%) showed concerns about possible negative effects of these activities .. What is common to this group of faculty is that this method can result in significant "distance" within the teaching / student situation (within the large group), which was too "non-human".

Several of them showed concern that these activities can be regarded as their "play" applications, which in fact can be both positive and negative.

Finally, several of them showed interest about whether to include the costs were worth the relatively small achievement that can be achieved in terms of student learning.

When asked: "Imagine that there is no such electronic machines that would allow you to receive and compare student information and / or answers to questions almost immediately during the academic session (such as. quiz "Who Wants to Be a Millionaire"), can you imagine that you use them? And how?

They are 83.3% (N = 45) responded that he could imagine the use of such machines for the following purposes:

- 95.6% information rapid feedback on conceptual understanding during class
- 73.3% presence control, etc.
- 71.1% rating in the classroom
- 66.7% individual responses (inclusion) to solve problems in lectures
- Low-64.4% risk tests
- 62.2% said the group problem-solving
- 8.8% others (who are looking for more details)

Of those who could not imagine this method of data collection (N = 9, 16.7%), the reasons were as follows:

- 44% of the gathered information or has been sufficiently collected in other ways,
- 44% is not considered necessary to have students respond during the hours
- 22% had no need for feedback during class

When asked if they have reservations about the use of new technologies, more than half of respondents (53%) clearly indicate that there is no reserve in the implementation of new technology, but almost a quarter of them (24.1%) were booked. The main concern related to the possibility of a good distribution of the resources universities, which should have equal and easy access to them (resources) Several of them commented our

¹ Scheyer institute for Teaching Excellence, 20 July 2001

4.1. Results and comments:

First year:

Obtained as follows regressive model:

$$y = 0.483 + 0.42 x_1 + 0.46 x_2$$

With the increase of scores for clarity of presentation, the presentation material for an assessment of "general assessment of the teacher" is an average increase of 0.42 scores with increasing grade of "willingness to communicate and help the student" to 1 "overall rating of teacher" an average increase of 0.46.

Therefore, somewhat greater influence on the dependent variable is the second independent variable, which is confirmed by the correlation analysis whose results are given in the following table:

Table 1 Pearson correlation coefficients between X1, X2 and Y for the first year students

	X1	X2	y
X1	1	0,86	0,94
X2	0,86	1	0,96
Y	0,94	0,96	1

(Note: correlation is significant at the level of 1%)

In both cases (between X1 and Y and between X2 and Y) there is a strong direct correlation with what is, as already noted, the connection between X2 and Y are slightly stronger than between X1 and Y ($r_{x_1y} = 0.94$; $r_{x_2y} = 0.96$), which confirms the claim of something greater impact variables "willingness to communicate and support the student in relation to the variable of" clarity of presentation and presentation material.

Second year:

Obtained the following regression model:

$$Y = 0.4 + 0.68 X_1 + 0.33 X_2$$

With the increase of scores for clarity of presentation, the presentation material for an assessment of "general assessment of the teacher" is an average increase of 0.68 scores with increasing grade of "willingness to communicate and help the student" to 1 "overall rating of teacher" an average increase of 0.33 marks.

In the second year students, more significant impact on the dependent variable is explanatory variables X1, but X2. To confirm the following Pearson correlation coefficients:

Table 2: Pearson correlation coefficient between X1, X2 and Y for the second year students

	X1	X2	y
X1	1	0,94	0,98
X2	0,94	1	0,95
Y	0,98	0,95	1

(Note: correlation is significant at the level of 1%)

So, $r_{x_1y} = 0,98$ and $r_{x_2y} = 0,95$ confirms the above fact about the influence of something more "clarity of presentation, the presentation of material on the dependent variable compared to another independent variable.

Third year:

The regression equation is:

$$Y = -0.09 + 0.36 X_1 + 0.66 X_2$$

With the increase of scores for clarity of presentation, the presentation material for an assessment of "general assessment of the teacher" is an average increase of 0.36 scores with increasing grade of "willingness to communicate and help the student" to 1 "overall rating of teacher" an average increase of 0.66 marks.

In the third year students something more significant impact on the dependent variable is explanatory variable than X2 X1. To confirm the following Pearson correlation coefficients:

Table 3: Pearson correlation coefficient between X1, X2 and Y for the third year students

	X1	X2	y
X1	1	0,95	0,97
X2	0,95	1	0,98
Y	0,97	0,98	1

(Note: correlation is significant at the level of 1%)

So, $r_{x_1y} = 0,97$ and $r_{x_2y} = 0,98$ confirms the above fact of something greater impact "readiness to communicate and help the student" on the dependent variable compared to another independent variable.

Fourth year:

Regression equation is true:

$$Y = 1.68 + 0.35 X1 + 0.27 X2$$

With the increase of the first explanatory variable to 1 score, dependent variable captures the average increase of 0.35 grade, while the other explanatory variables increase by 1 grade, "the general assessment of the teacher" is an average increase of 0.27 grade. Here we conclude, as and the second year, it was something much more "clarity of presentation and presentation of material in relation to the" willingness to communicate and help the student. "

We will check this conclusion by Pearson's correlation coefficients:

Table 4: Pearson correlation coefficient between X1, X2 and Y for the fourth year of study students

	X1	X2	y
X1	1	0,56	0,52
X2	0,56	1	0,49
Y	0,52	0,49	1

(Note: correlation is significant at the level of 1%)

So, $r_{x_1y} = 0,52$ and $r_{x_2y} = 0,49$ confirms the above fact about the influence of something more "clarity of presentation and presentation of material on the dependent variable compared to another independent variable.

Conclusion:

Based on the analysis of the survey on the work of teachers and the survey, we can conclude that the students first and third year of significant variable "Kindness", ie. "Willingness to communicate and support the student in relation to the" efficiency in solving the problem ", ie. "Clarity of presentation and presentation of material, which may be due to their uncertainty which is causing the new environment, as well as spatial and principles of the new, unknown (little known) material that is taught, along with new personnel, both in teaching, so and extracurricular staff. Students of the second and fourth year in a familiar environment where they feel like "in their own" and their other two significant variables, in my opinion, very important for students and their self-interest.

So, approach and willingness to help teachers at the beginning of important studies, as well as in the third year that they were, for directions, too, as a new beginning, but the second and fourth year where they were more important way of exposure and presentation of material, where they have already some experience and

knowledge on how, organization and so on. study, as well as knowledge necessary for the monitoring of teaching, and gained in the previous academic year.

The survey method useful in all processes of the university. Thus, the market research, determining the needs and requirements of users, as a first step carried out surveys among potential employers, graduates, students, high school students, college students and their parents. Based on survey results conducted on activities.

REFERENCES

- [1] Ajduković, G., Poslovna statistika, Fakultet za trgovinu i bankarstvo “Janičije i Danica Karić”, Beograd 2006. godine
- [2] Marić, N., Konjikušić, S., Uvod u nauku o upravljanju, Data Status, 2009
- [3] Marić, N., Statistika: kompjuterski pristup, Data Status, 2009
- [4] Božidarević, D., Salai S., Marketing istraživanje, Savremena administracija, Beograd 2001. godine

ЭКОНОМИЧЕСКАЯ СУЩНОСТЬ ИНВЕСТИЦИЙ И ПРАВОВЫЕ ОСНОВЫ ИХ ОБЕСПЕЧЕНИЯ В СОВРЕМЕННЫХ УСЛОВИЯХ ХОЗЯЙСТВОВАНИЯ

Трошин А.С.

Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия,
as_troshin@inbox.ru

Аннотация: *Раскрывая сущность понятия «инвестиции» можно надеяться на адекватную идентификацию направлений их осуществления, выявляя их наиболее экономически целесообразные и эффективные.*

Ключевые слова: *инвестиции, капитальные вложения, ресурсы производства, факторы производства.*

Исследование экономической категории «инвестиции» приводит к пониманию неоднозначности дефиниций относительно ее трактовки. Данное обстоятельство может являться причиной научного интереса к этому понятию. Появление современных подходов к пониманию термина «инвестиции» связано с именем известного английского экономиста Дж.М. Кейнса и его работой «Общая теория занятости, процента и денег», которая была опубликована в 1936г. В данной работе автор высказывает мнение о зависимости объема инвестиций от роста доходов и соответственно расширяющегося объема сбережений. Подобные сбережения как раз и являются, по мнению Дж.М. Кейнса источником инвестиций, с чем следует согласиться. Но в то же время автор замечает наличие определенной проблемы связанной с переводом сбережений в реальные капиталовложения. Данная проблема, на наш взгляд, является перманентной и одной из ключевых в области инвестиций.

В Оксфордском толковом словаре принято использовать два подхода. Первый подход основан на отождествлении инвестиций с капитальными вложениями (capital investment), т.е. с приобретением таких средств производства, как например машины и оборудование, с целью производства товаров для будущего потребления. В рамках второго подхода инвестиции ассоциируются с приобретением таких активов, как ценные бумаги, депозиты и т.п., с целью получения финансовой отдачи виде прибыли или достижения роста капитала, т.е. речь идет о финансовых инвестициях (financial investment).

В словаре Макмиллана инвестиции (investment) определяются как «поток расходов предназначенных для производства благ, а не для непосредственного потребления».

В словаре Дж. Розенберга инвестиции определены, как «использование денег для извлечения дохода или достижения прироста капитала, либо для того и другого».

Толковый словарь И. Бернара и Ж.К. Колли определяет инвестиции, как «приобретение средств производства. В более широком смысле: приобретение капитала с целью получения дохода. В общепотребительном смысле: вложение в ценные бумаги».

Большой экономический словарь термин инвестиции трактует, как «...совокупность затрат, реализуемых в форме долгосрочных вложений капитала в промышленность, сельское хозяйство, транспорт и другие отрасли хозяйства. К инвестициям относятся: денежные средства, целевые

банковские вклады, пай, акции и другие ценные бумаги, технологии, машины, оборудование, лицензии, кредиты, любое другое имущество или имущественные права, интеллектуальные ценности, вкладываемые в объекты предпринимательской и других видов деятельности в целях получения прибыли (дохода) и достижения положительного социального эффекта...».

Современная отечественная наука определяет инвестиции, как вложение капитала в предпринимательскую деятельность, различные программы и проекты социально-экономического и инновационного характера. Инвестиции рассматриваются, с одной стороны, как вложения в расширение основных фондов хозяйствующих субъектов, с другой, как затраты на формирование и пополнение оборотных средств. Подобная точка зрения высказывается российским экономистом Н.Я. Коваленко.

Чепурин М.Н. рассматривает инвестиции, как поток, благодаря которому происходит преумножение существующего запаса капитальных благ за определенный отрезок времени.

Боргояков С.С. рассматривает инвестиции, как категорию запаса и как категорию потока. К категории запаса автор относит инвестиции, которые безотносительны во времени (запас продукции, объем накоплений и т.д.). К категории потока автор предлагает относить инвестиции показатели измерения, которых, носят динамический характер.

В Федеральном законе «Об инвестиционной деятельности в Российской Федерации, осуществляемой в форме капитальных вложений» от 25 февраля 1999 г. № 39-ФЗ дается следующее определение инвестиций: «инвестиции – денежные средства, ценные бумаги, иное имущество, в том числе имущественные права, иные права, имеющие денежную оценку, вкладываемые в объекты предпринимательской и (или) иной деятельности в целях получения прибыли и (или) достижения иного полезного эффекта».

Следует заметить, что термин «капитальные вложения» является для отечественной экономики достаточно распространенным. В 80-х годах прошлого столетия данный термин являлся достаточно распространенным и означал инвестиции в основной капитал, учитывая затраты на новое строительство, расширение, реконструкцию, техническое перевооружение действующих предприятий. Ввиду этого, на наш взгляд, является правомерным разделение большинством ученых и специалистов в области экономики понятий «инвестиции» и «капитальные вложения».

Основываясь на представленных подходах к определению понятия «инвестиции» можно заключить следующее.

- 1) Существующее многообразие дефиниций относительно трактовки данного термина вызвано не только различным пониманием сути, но и тем, что именно должно быть отражено в самом определении. В целом можно выделить два подхода. Первый определяет инвестиции, как затраты, второй, как вложения. Содержательная часть определения данного понятия так же не способствует единству во взглядах. Ряд ученых пытаются в изложить в определении формы и направления инвестиций, удаляясь от их сути. Другие наоборот слишком кратко и в ряде случаев односторонне относятся к пониманию рассматриваемого понятия.
- 2) Рассматривая термин «инвестиции» не следует его отождествлять с термином «капитальные вложения». Это обусловлено следующим: капитальные вложения – это форма институциональной деятельности предприятий, связанная с авансированием денежных средств в основной капитал. Инвестиции же помимо материальных, могут осуществляться в нематериальные и финансовые активы. Таким образом, инвестиции – это более широкое понятие, чем капитальные вложения. Иными словами капитальные вложения это одна из составляющих инвестиций.

В целях формирования собственного подхода к определению понятия «инвестиции» необходимо рассмотреть более обстоятельно формы инвестиций сквозь призму существующих подходов к их классификации.

Крылов Э.И., Журавкова И.В. идентифицируют следующие формы инвестиций:

- денежные средства и их эквиваленты (целевые вклады, оборотные средства, пай и доли в уставном капитале, ценные бумаги);
- здания, сооружения, машины, оборудование, измерительная и испытательная аппаратура, другое имущество, используемое в производстве или обладающее ликвидностью;
- имущественные права, оцениваемые, как правило, в денежных эквивалентах (секреты производства, лицензии на передачу прав промышленной собственности и др.).

Подобный подход является достаточно распространенным в экономической литературе и поддерживается многими учеными. Однако теоретические исследования используют и ряд других подходов.

Так, Коваленко Н.Я. подразделяет инвестиции на три вида: финансовые, реальные, интеллектуальные. Финансовые инвестиции, по мнению автора, предполагают покупку ценных бумаг, реальные – соответствуют вложению капитала с целью прироста материально – производственных запасов и воспроизводства основных фондов. Под интеллектуальными инвестициями понимаются вложения в научно – исследовательские и опытно – конструкторские работы, лицензии, ноу – хау и т.д.

Старик Д.Э. предлагает классифицировать инвестиции в зависимости от сроков и важности. В частности, автор выделяет первоочередные, перспективные и текущие инвестиции.

В работе «Методические рекомендации по оценке эффективности инвестиционных проектов и их отбору для финансирования» предложена следующая классификация:

- капиталообразующие инвестиции, которые обеспечивают создание и воспроизводство основных и оборотных фондов;
- портфельные инвестиции, связанные с размещением средств в финансовых активах.

Представленная информация позволяет констатировать тот факт, что в настоящее время нет единого мнения относительно форм осуществления инвестиций.

Инвестиции, в широком понимании можно рассматривать с нашей точки зрения, как формы вложений в различного рода ресурсы, с целью их последующего прироста. При осуществлении подобных вложений необходимо соблюдение ряда условий.

Например, если источником финансирования инвестиций являются заемные средства, то они предоставляются только на условиях возвратности, платности и срочности.

Возвратность означает полное возмещение заемщиком полученной суммы в установленные сроки.

Платность выражает обязательность уплаты процентов заемщиком за право пользования в течение определенного времени предоставленными ему ресурсами. Срочность же характеризует период времени на который заемные средства предоставляются и по истечению которого соответственно они должны быть возвращены кредитору.

В самом общем понимании ресурсы (от франц. «ressource» – вспомогательное средство) – это денежные средства, ценности, запасы, возможности, источники средств, доходов. Обычно особо выделяют экономические ресурсы – все то, что необходимо для процесса производства.

Следует отметить, что наряду с понятием «ресурсы производства» в экономической литературе часто как синоним используется понятие «факторы производства». Фактор (от лат. «factor» – делающий, производящий) – причина, движущая сила какого-либо процесса, явления, определяющая его характер или отдельные его черты.

На самом деле, между ними есть общее – то, что и ресурсы, и факторы являются одними и теми же природными и социальными силами, при помощи которых осуществляется производство. Различие между ними заключается в том, что к ресурсам относят те природные и социальные силы, которые могут быть вовлечены в производство, а к факторам относят уже реально вовлеченные в этот процесс ресурсы. Исходя из этого, понятие «ресурсы» шире, чем «факторы производства».

На сегодня в западной экономической теории принято разделять факторы производства на три группы.

Земля как фактор производства является естественным ресурсом и включает все используемые в производственном процессе дарованные природой блага (земля, вода, полезные ископаемые и т.д.).

Капитал – все то, что способно приносить доход, или ресурсы, созданные людьми для производства товаров и услуг. Такой подход к этой категории синтезирует точки зрения западных экономистов на капитал (например, А. Смит трактовал капитал как часть запаса, используемого в материальном производстве, Д. Рикардо – как средства производства, Дж. Робинсон считала капиталом денежные средства). В марксистской политической экономии капитал понимался иначе – прежде всего как стоимость, приносящая прибавочную стоимость («самовозрастающая стоимость»), как определяющее экономическое отношение, причем отношение эксплуатации.

Труд – целесообразная деятельность людей, требующая приложения умственных и физических усилий, в ходе которой они преобразуют предметы природы для удовлетворения своих потребностей. Строго говоря, фактор «труд» включает в себя и предпринимательские способности, которые иногда рассматривают как отдельный фактор производства. Дело в том, что земля, труд и капитал сами по себе ничего создать не могут, пока они не объединены в определенной пропорции предпринимателем, организатором производства. Именно по этой причине деятельность предпринимателей, их способности (предприимчивость) часто рассматриваются в качестве самостоятельного фактора производства.

В условиях рыночной экономики прерогативой государства являются создание условий для успешного осуществления инвестиционной деятельности хозяйствующих субъектов всех организационно-правовых форм собственности, а также защита интересов инвесторов.

В качестве основных нормативных актов, регулирующих инвестиционную деятельность в Российской Федерации, можно рассматривать следующие Федеральные законы:

- «Об инвестиционной деятельности в Российской Федерации, осуществляемой в форме капитальных вложений»;
- «Об иностранных инвестициях в Российской Федерации»;
- «О защите прав и законных интересов инвесторов на рынке ценных бумаг»;
- «О рынке ценных бумаг»;
- «О лизинге»;
- «О соглашениях о разделе продукции».

Наиболее важное значение имеет Федеральный закон «Об инвестиционной деятельности в Российской Федерации, осуществляемой в форме капитальных вложений». Он определяет организацию экономических отношений в процессе осуществления капитальных вложений между различными участниками этого процесса, которые называются субъектами инвестиционной деятельности.

Руководствуясь данным Законом главную роль в развитии инвестиционной деятельности в Российской Федерации должно играть государство. В соответствии с названным Законом государственное регулирование включает:

регулирование условий инвестиционной деятельности (косвенное регулирование);

прямое участие государства в инвестиционной деятельности.

Косвенное регулирование включает разнообразные методы и рычаги воздействия, стимулирующие развитие инвестиционной деятельности, а именно: налоговую, амортизационную политику, защиту интересов инвесторов и другие меры экономического воздействия. Его задачей является создание благоприятных условий для развития инвестиционной деятельности, осуществляемой в форме капитальных вложений.

Прямое участие государства в инвестиционной деятельности заключается в осуществлении за счет средств федерального бюджета и бюджетов субъектов Российской Федерации капитальных вложений в соответствии с федеральными и региональными целевыми программами, а также по предложениям Правительства и Президента РФ.

В данном Законе так же изложены государственные гарантии прав субъектов. Государственные гарантии прав участников инвестиционной деятельности имеют большое значение для стимулирования развития инвестиционной деятельности и позволяют ее участникам быть уверенными в том, что в условиях кризисных ситуаций вложенный капитал не будет безвозвратно потерян.

В случае нарушения требований законодательства Российской Федерации, условий договора и (или) государственного контракта субъекты инвестиционной деятельности несут ответственность в соответствии с законодательством Российской Федерации.

ЛИТЕРАТУРА

- [1] Азрилиян, А.Н., Большой экономический словарь.- 6-е изд., доп./А.Н. Азрилиян, О.М. Азрилиян, Е.В. Калашникова -М.: Институт новой экономики, 2004.-1376с.
- [2] Идрисов, А.Б., Стратегическое планирование и анализ инвестиций. Изд. 2-е стереотипное / А.Б. Идрисов, С.В. Картышев, А.В. Постников. – М.: Филинь, 1998. - 272 с.
- [3] Розенберг, Д.М., Инвестиции. Терминологический словарь / Д.М. Розенберг – М.: Инфра – М, 1997. - 400 с.
- [4] Серов, В.М., Инвестиционный менеджмент: учеб. пособие / В.М. Серов - М.: Инфра – М, 2000. - 272 с.
- [5] Словарь современной экономической теории Макмиллана / Под ред. Пирса Д.У. - М.: Инфра – М, 1997. - 608 с.

MARKETING AS A FUNCTION OF SCIENCE IN EDUCATION SYSTEM

Udovičić Ivan

Novi Sad, Serbia

***Summary:** Through this study, a series of parallels was drawn between the industrial and educational systems, in order to present the model of introducing the functions of marketing in the specified environment. Essentially, the approach to the organization was made according to development model in the production systems of the traditional type. The effects of determined function were tested through the analysis of institutions in the marketing sectors of faculties and university in the region.*

***Key words:** marketing, scientific-educational institutions, e-business transition, Internet, market knowledge*

1. FUNCTION OF MARKETING IN PRODUCTION SYSTEMS

Frequency of changes in the environment, influenced by many factors-effects of competitive enterprises, a measure of managerial mechanism of state, changing consumer's purchasing power, population growth, growing disorders, and other factors, causes the need for a systematic and systematic driven effect on market in the sense of:

- Analysis of environmental conditions and market in the area the disposal of goods, exchange of technologies,
- frequency of changes and evaluating of supplier's capabilities.
- Rate of movement in the area of the consumer's purchasing power;
- Formatting of strategic plans of company, production programs, and process of technology exchange;
- Public relations;
- Analysis of available human and material resources

Subjected procedures generate the need to establish **MARKETING FUNCTIONS**, a set of carefully selected actions, that providing stability of working process and competitive advantage of the company at the market in the given environmental conditions largely. Under the appearance of marketing, we mean research process involving the exchange of requirements between business needs and environment-customers, individuals and other companies. **MARKETING** is the function of particular importance for the profit-oriented companies in terms of determining the needs and requirements for the provision of profit sharing, and for non-profit oriented institutions in terms of development the requirements for the provision of resource-sponsors, donors and other resources needed for performing of the designed procedures.

Relevant understanding of the function of marketing is based on determining the need of exchange - products, technology, information, knowledge, skills, materials, money, and characteristics of the environment, quality, quantity and value of selected need of exchange, conditions of exchange and technological, commercial, financial and environmental protection conditions, terms of receipt and delivering of the items of exchange and proceedings of the participants in the process of exchange, with the active effect in the exchange process according to requirements of current needs and projections in the future.

Modern **MARKETING** function is basically oriented to the relationship between the consumer and the subject of the exchange. In the analysis of the relevant relationships, it is necessary to distinguish **CONSUMER GOODS** objects of exchange and **INDUSTRIAL PRODUCTS** bearing in mind areas of use and conditions of exploitation.

- 1) Strategy of marketing selection for the market of particular products is based on the idea that a product is not going to like all consumers because different consumers have different goals, knowledge of product, tastes, and behavior in procurement. From the given reasons, activities of **marketing** are directed to groups of producers with similar characteristics. Segments of the markets - market niches determine according to the size, profit potential, and quality and of total contributions to company. Criteria of market selection can be geographic, demographic, according to the lifestyle and activities of consumers, and benefits for the company.
- 2) Strategy of complex performance in the market includes a set of marketing objectives related to research of impact of product characteristics, price, promotion procedures, and channels of disposal of goods. The **marketing** function must, in a given case, to develop a strategy in which the given elements operate synchronized to the consumer in order to achieve the projected effects.
- 3) Implementation and control of established strategies involves the introduction of planned activities in the process of work in the programmed order, performing procedures in projected time, quality control, and efficiency of derivative actions and activities set in the function of environmental changes and disturbances in the processes of work.

The control of marketing activities is performing in scope of three basic steps:

Measurement – separating data on the quality of performed procedures,

Comparison of processed information with information defined by the function of goal,

Setting of the subjected strategy in the function of the differences of caused achievements and set function of goal.

Special considerations show that **MARKETING** function can be oriented with emphasis on:

- 1) The processes of studying business-environment relationship from the point of introduction of new programs, new technologies, and new organization of work in terms of providing innovation for company, and disposal of individual achievements into lower developed markets,
- 2) The processes of effective product disposal of company
- 3) The processes of combined, complex effects on the market, which makes the subjected functions an important feature for enterprise development and directing company management function on the actions of importance to the survival and development of the company in given time and circumstances.

2. BASIC ACTIVITIES

The function of the **MARKETING SECTOR** has the task to identify, evaluate, and shape the foundation for the assessment of benefits and the available market potential of company. Marketing is basic functions for research of company-environment relations from the standpoint of:

- Market trends and establishing of **ENVIRONMENTAL CONDITIONS** and **INTERDEPENDANCE** of company – environment
- Insight, understanding, and control of technological approaches in development of equipment, procedures of achieving competitive advantages and trends in decision-making processes,
- Researching of requirements for equal and high quality international cooperation,
- Determining of areas for development of surplus labor employment,
- Development of objective basis for feature of managing company and decision-making process,
- Selection of optimal strategies in the area of development of production program market
- Effective promotional activities of the company

The function **MARKETING SECTOR** provides bases for strategic planning as the basis for strategic management performing by the function of managing company. Strategic planning is a process in which, based on the certain analysis, certain key factors for success are determined, organized objectives, strategies for achieving goals and short-term actions at the highest level of the company that are necessary for the implementation of the strategy.

Part of the organizational structure of the MARKETING SECTOR functions

MARKETING SECTOR function is performed by part of the organizational structure of company usually in the scope of three main departments:

- Department for the analysis of environmental conditions,
- Department for creating strategy plans, and
- Department for public relations and advertising

The main tasks of the job and the required characteristics of participants

- Executors of tasks in the function of MARKETING SECTOR

MARKETING SECTOR with departments has the following basic tasks:

- **Division for the analysis of environmental conditions** performs research procedures from the standpoint of environmental conditions:
 - Possibility of disposal the company's program;
 - Market opportunities assessment – Consumers
 - Trends in the area of technological equipment
 - Possibility of the company's products disposal
 - Possibility to enter into new markets
 - To evaluate possibilities of its own technologies
 - Requirements of connecting with developed world partners
- **Department of creating strategic plans** has the task of analyzing data generated by the department for testing of environmental conditions and preparation of plans for managing company, particularly in the area of efforts for survival and company development;
- **Department of Public Relations and advertising** has the task of organizing:
 - Public relations, presentation of programs, participation in fairs and links to external partners, and
 - Preparation of advertising material, publications, and participation of representatives of business and technology representatives of company at meetings with representatives of foreign companies

The basic features that **director** of MARKETING SECTOR and **department managers** must have are:

- Knowledge of the company's market
- Ability to observe, analyze, and synthesis
- Being familiar with company's potential
- Ability to communicate
- Access to world trends in the area
- Understanding of technological and market changes
- The ability of processing bases

3. REVIEW OF THE MARKETING FUNCTION - MARKETING IN ENVIRONMENT DEPARTMENT

Necessity of marketing function, in large educational centers, was observed in 1998 when the faculty and the university form a marketing department within the Department of Economic and financial affairs.

Activities of marketing departments, in the initial period were restricted to the activities of relationship with the public where the most attention was focused on developing conventional promotion means - flyers, brochures, invitations, greeting cards, calendars, monographs, etc. The complete form of graphic communication was supplemented with promotional acoustic means - / radio and television /and on the end of 2000, increasing attention was devoted to electronic promotional means, i.e., the internet presentation.

It is difficult to quantitatively evaluate the performance of marketing departments in the overall improvement of the faculty business, but if for the performance parameter we take the number of students enrolled in school for years, then the analysis of presented review / Figure 5 / clearly can see a permanent increase in the number of students from year to year. Great increase in the number of enrolled in the 1999/2000 school year was explained by the appearance of majors at colleges whose formation is the result of researching marketing

departments. By the analysis of domestic market and comparing with the adjacent countries, and with major economic powers in the world a lack of specific educational backgrounds was observed.

Thus, following emerged:

- Industrial Engineering and management,
- Graphical Engineering,
- Environmental Protection Engineering

The extraordinary interest for new profiles, as illustrated by the number of students enrolled from 1999 to 2001, is an indication of sufficient justification to introduce new majors.

Continuation of marketing activities in the field of public relations i.e., promotion and presentations of faculty as well as construction and improvement of distinguishing image and the way that, the evident quality of the educational process or the flow of information, is available to selected students, so future students who have a priority in the operations of these institutions, and business entities in order to realize provided knowledge usefully, has resulted in further improvement of the faculty business. In the field of education, this has resulted in further growth of interest in studies at universities.

In addition, special emphasis is placed on improving the flow of information. In this sense, intensive work on project of full automation of information flow between the student-teacher-administration is obvious. Realization is provided through a web service, which needs to suppress the printed documents, and bulletin boards that allow the use of unconventional, modern methods of education that colleges will put on a high e in society of the best ones.

4. MARKETING FUNCTION IN THE CONCEPT OF CONTEMPORARY SCIENCE-EDUCATIONAL INSTITUTION

Marketing function is present in the environment discussed through three closely linked organizational units:

- Analysis of market needs and demands of the environment for learning,
- Processing of input data and creating information for planning actions, and
- Public relations and advertising

Analysis of market, needs, and requirements for environmental education

- 1) Possibilities of primary NOI product - Transfer of knowledge
- 2) Evaluation of market needs
- 3) Compatibility of technical-technological support to the process of work,
- 4) Possibilities of penetration to new markets
- 5) Possibility of development products disposal
 - Possibility of knowledge transfer without geographical limitations;
 - Possibility of overcoming thematic areas in accordance with its own capabilities
 - Saving of considerable financial resources, etc

Processing of input data and creating information in order to develop the concept of development strategy

Public relations and advertising

- Counseling
- Relations with the media and its own media
- Editorial activities
- Information activities
- Presentations
- Internal communication

5. RESUME

University loses its monopoly over the information as its basic social welfare. In this way, public universities are losing a quasi-monopoly in the field of higher education. Academic market is formed and it includes:

- State universities
- Private universities
- Virtual universities
- Transnational universities

In order to take place in the formed market it is necessary to form a Marketing function in the environment of scientific-educational institutions. Through this study a possible form of organizational structure, based on the experience obtained by the model of this function in industrial systems is presented. Constant in time, market development requires a permanent response to competitive action. Introducing a team for electronic communication and putting into operation the Internet in the function of marketing, advantages are provided, especially in the area of the countries in transition. Changes are the factor that needs to be guided into the scopes of regulated education development in the region.

REFERENCES

- [1] Zelenović, D.M., Tehnologija organizacije industriskih sistema, Naučna knjiga, Beograd, 1995.
- [2] Kostić, B., Tržišno komuniciranje, Naučna knjiga, Beograd, 1988.
- [3] Medien, A.V.D., Public Relations, Prometej, Novi Sad, 1993 god.
- [4] Radojković, M., Sredstva masovnih komunikacija, Zavod za udžbenike i nast. sred. Beograd 1990 god.
- [5] Kostadinović, D., Državno uređenje sa školskim zakonodavstvom, Želmid, Beograd 2000 god
- [6] Ljubojević, M., Menadžment i marketing usluga, Stilos, Novi Sad, 1998 god
- [7] Mladenović, D., Revolucija znanja, Politika, Beograd, 2008 god

АКТУАЛЬНЫЕ ПРОБЛЕМЫ СБЫТА И МАРКЕТИНГА В ЭНЕРГЕТИКЕ

Выборнова С. В., Выборнова В. В.

Белгородский государственный технологический университет им. В.Г. Шухова, г. Белгород, Россия

Маркетинг в электроэнергетике существенно отличается от маркетинга в других отраслях народного хозяйства, что связано с технологическими и экономическими особенностями электроэнергетики.

В проблеме сбыта энергии сконцентрировались в настоящее время определенные интересы государства, общества, энергетики в целом и отдельных ее предприятий. Переход от государственной плановой энергетики к рыночной, как и следовало ожидать, идет болезненно. В одночасье отрасль изменила форму собственности - из государственной перешла к акционерной. На коллектив акционерных предприятий возложена ответственность за экономическую самостоятельность предприятий и акционерных объединений в энергетике. Революционный путь перехода к новым условиям недостаточно подкреплён механизмом хозяйственного функционирования, организационными решениями, методическими разработками.

В целом в энергосбытовой деятельности можно выделить следующие основные проблемы:

- 1) неплатежи потребителей энергии;
- 2) отношения компаний электроэнергетики с потребителями далеки от принятых в мире стандартов;
- 3) низкий уровень учета потребляемой энергии.

Для улучшения положения в энергетической отрасли принято Постановление Правительства Российской Федерации «Об утверждении правил функционирования розничных рынков электрической энергии в переходный период реформирования электроэнергетики и правил полного и (или) частичного ограничения режима потребления электрической энергии в случае нарушения своих обязательств потребителями электрической энергии, а также в случае необходимости принятия неотложных мер по предотвращению или ликвидации аварий», которое разработано в соответствии с пунктом 1 статьи 21 Федерального закона «Об электроэнергетике» и статьей 6 Федерального закона «Об особенностях функционирования электроэнергетики в переходный период...». По постановлению центральным субъектом розничного рынка стал гарантирующий поставщик, который обязан заключить договор с любым обратившимся к нему потребителем, расположенным в границах его зоны деятельности. Все остальные продавцы электроэнергии на сегодняшний день свободны в заключении договоров с потребителями, т.е., если такие продавцы и покупатели не договорятся по всем условиям поставки, то договор не будет заключен и обязать таких продавцов к заключению договора будет нельзя. Если покупателя не устраивает его продавец электроэнергии, он в любой момент может обратиться к гарантирующему поставщику. Гарантирующими поставщиками на соответствующих территориях субъектов Российской Федерации с даты введения в действие Правил розничного рынка назначены: 1) неразделенные энергопредприятия и (или) энергосбытовые организации, созданные в результате реорганизации энергопредприятий; 2) оптовые потребители перепродавцы и созданные на их базе сбытовые компании, которые на дату вступления в силу Постановления Правительства РФ осуществляют снабжение электрической энергией населения и финансируемых из бюджета потребителей в объеме не менее 50 млн. кВтч в год; 2) энергосбытовые организации, обслуживающие потребителей, присоединенных к электрическим сетям ОАО «Российские железные дороги»; 3) хозяйствующие субъекты, эксплуатирующие объекты

электросетевого хозяйства или генерирующие объекты, не имеющие электрических связей с Единой энергетической системой России и изолированными энергосистемами (так называемые «острова» – типичный пример – предприятия по добыче нефти со своей дизельной электростанцией). Зоны деятельности гарантирующих поставщиков в каждом регионе устанавливаются региональным органом власти, исходя из сложившихся территориальных зон обслуживания назначенных гарантирующих поставщиков.

Динамика и уровень спроса на электроэнергию в стране или регионе, пожалуй, как ни на один другой товар, являются зеркалом экономического роста, отражают уровень и темпы научно-технического прогресса и уже теперь стали одной из важных косвенных характеристик качества жизни. Спрос на электроэнергию, тепловую энергию в решающей мере определяется следующими факторами: экономической динамикой страны (региона); эффективностью и темпами внедрения электротехнологий.

Производство и потребление электроэнергии (и в большой степени тепловой энергии) совпадают во времени, и эту продукцию по крайней мере в сколько-нибудь значительных количествах нельзя произвести и закупить впрок, например, в ожидании улучшения конъюнктуры, увеличения тарифов на электроэнергию или перебоев в энергоснабжении. Отсюда вытекает требование к большой точности прогнозов спроса, особенно учитывая высокую времяемкость, а также капиталоемкость отрасли, в 3 - 4 раза превышающую среднюю капиталоемкость народного хозяйства России. Завышение спроса приводит к омертвлению крупных инвестиций, его занижение может быть связано с большими убытками для энергоснабжающих предприятий, тем более, что на обслуживаемой ими территории они не должны иметь право отказывать потребителю в присоединении к центрам питания или увеличении потребляемой энергии и мощности.

Качество электроэнергии, если оно отвечает имеющимся стандартам, нельзя в отличие от других продуктов и товаров улучшить. Ограничены возможности улучшения качества и тепловой энергии (более точное выдерживание "стандартных" или договорных параметров: температуры и давления). Это означает, что возможная в принципе конкуренция производителей электроэнергии и тепла может идти только за счет разницы в затратах на производство энергии и предложения ее по более низким ценам. В электроэнергетике товаром особого рода, следовательно, предметом спроса является не только электрическая и тепловая энергия, но и мощность. Это означает, что объектом маркетинга является режим потребления электрической и тепловой энергии в целом: в суточном, недельном и сезонном (годовом) аспектах.

Технические и экономические возможности передачи энергии на большие расстояния ограничены: максимальный радиус передачи тепловой энергии в виде пара 3—5 км, в виде горячей воды 10—15 км, при определенных, еще не вполне освоенных технических решениях 25—30 км. Массовая передача товарной электроэнергии на расстояние свыше 1000 км ставит перед электротехникой серьезные экономические проблемы. Все это ограничивает возможности экспорта — импорта энергии.

В условиях естественной монополии отрасли рынок электроэнергии и в большой мере тепла не является так называемым "рынком продавца", где более активны покупатели (по крайней мере, в недефицитных энергосистемах), и не является "рынком покупателя", где активным является продавец. Это рынок особого вида, где продавец и покупатели вынуждены быть партнерами не только в процессе купли—продажи энергии, но и в выявлении закономерностей спроса на нее.

ЛИТЕРАТУРА

- [1] Багиев, Г.Л.,. Маркетинговая концепция взаимоотношений между энергосистемой и потребителями электроэнергии. // Промышленная энергетика – 1997.-№8
- [2] Коган, Ю.М., Особенности маркетинга в электроэнергетике. // Электрические станции – 1997 - №5
- [3] Лещинер, Р.Е., Петровский, Е.С., Любимова, Н.Т., Особенности маркетинга в энергетике. // Энергетическое строительство. –2002 – №2
- [4] Самсонов, В.С., Экономика предприятий энергетического комплекса. - Учеб-ник для вуза, 2-е изд. М.: Высшая школа, 2005.

NEW TECHNOLOGIES IN THE MANAGEMENT

Vidović Gordana

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** Human society development has tendency of modifications, improvement and overcoming boundary conditions, constantly transforming materially and material surrounding and promoting human consciousness, and also the living ambient. In that surrounding the human is appearing as change generator, which are development starters and manifestations. Innovations management in the working substantially is connecting to the cooperative management, starting from reality of contemporary relations, which are mainly affecting the innovations management: change of characters in the nature of contemporary technological in production systems, globalizations, shorter lifetime period process, frequent innovation cycles, changes in innovation management system philosophy and networks, alliances and partnership. Innovation management is characterized by innovation strategies, as basics for company's and economy's competitiveness.*

***Key words:** cooperative management, globalization, innovation system.*

1. INTRODUCTION

Scientific - technological progress demands implementation of new findings in the company activities and also technical - technological innovations, i.e. new technique and technology, contemporary working tools explore and introduce new products and services, contemporary working organization, production leadership and management, i.e. total business. Innovations management in the globalized world, with purpose of establishing "knowledge economy" and "learning society" is considered as precondition for success, competitiveness and nation's and society's wealth, and just imposing numerous questions, as new concepts for their solution.

Questions are often referring to certain dilemmas, concerning the innovation systems' boundaries, role of global, regional, national and sector factors, which shape the national innovative systems. Concepts of innovation macro-management and innovation systems occurred as response to the emphasized innovation processes competitiveness demand in more significant meaning and undisputed influence of relevant external surrounding factors.

Innovation management approach is based on:

- 1) micro-management perspective, processing with specific features and innovative company competencies, which is interweaved and mutually connected with
- 2) macro-management perspective, meaning changes on national, regional, global, sector level and contains unique notion of innovation systems.

Globalization has brought to intensified transfer of technologies among countries and regions, as well as increasing international stocks exchange and services. In order to survive in competitive surrounding, companies are forced to explore own market comforts, on which they benefit competitive advantages.

Global market, by open and free market competition is inspiring this behavior and imposing strict rules of fast and creative company's response to competitive challenge to survive, and in same time running and government's and state's instrument active processes in creating ambient to support company's creative and innovative response to new market economy conditions. Innovation systems as significant innovative ambient

which in end instance is determining the company's and economy's innovativity, is affecting in great manner the general concept of successful innovations management.

2. INNOVATIONS MACRO-MANAGEMENT AND GLOBALIZATION

Globalized world countries which are characterized with high degree of structural economic and social interdependence are tempting to maintain the economy's competitiveness, adjusting the changes occurred in the global ambient. Internalization's policy is to be leave, characterized by sale on international markets, or participation in operations outside the borders in the framework of transnational companies. The dominant strategy nowadays is establishing global strategic alliances - networks of global companies of global super-powers. Trade relations are supplemented with the network relations: activities previously processed by the companies, primarily multinational ones, took over by partners and network users, becoming peripheral for certain company and bringing profit for the network, in general; long-term established relations in forming networks are based on reciprocity, collaboration and partnership. New concept of micro-management, besides the macro-economic issues, deals also with broad set of state and governmental measures and activities which provide support to domestic companies including law legislative, regulatory, stimulative and infrastructural activities.

Especially important activity in creating innovative ambient, which inspires and supports active competitive and cooperative management, as flywheel of economy successfulness and vital factor of its competitiveness. By definition macro-management means competitiveness: government is identifying with the companies as basic economy activity carriers in order to provide the greatest stake on the world market. Durable, inextricable unity between the state and enterprise is to be established. Bad management and administrating are not helping the companies in crisis, but opposite is valid, good management leads to power growth and competitiveness increase. This is the essentials of macro-management concept, starting from the fact that companies are not isolated islands, and they can not be managed separately, specially and fragmented referring to the acting surrounding. Traditional forms:

- a) direct international investments and
- b) establishing new units of trans-national companies;

supplemented by suptile forms:

- c) instigating, franchises, research - developing consortiums, financial partnerships as key components of alliances and networks.

These projects erase the differences between business and state identity. Integral international production systems, leaned on global technological systems and chain concept in achieving new values, occur in framework of trans-national companies, regionally and nationally dislocating decisions making and other business functions, establishing jagged networks which are responsive referring to the differences in development degree and quality of state management. Great volume of trade and product internationalization condition the changes in following areas:

- a) national economic structure;
- b) interdependent relations of these structures;
- c) national economy and corporate management ties.

Technological level and country's development point to the achieved level of competitiveness, which is key support. Competencies are measured by various indicators and performance measures, e.g. through trade balances, degree of achieved partnership and strategic alliances, etc.

The Competitive Advisory Group – CAG, is formed by the EU in year 1995, with purpose to provide twice a year reports for «EU competitiveness and to suggest measures and directives for competitiveness stimulating effort to provide the growth and employment» as essentials of EU successfulness in the global economy. Reports emphasize the importance of human capital and knowledge, work and employment, as well as new technologies implementation and local initiatives implementation, based on benchmarks as valuable tool in comparison process with best practice and main rivals procedures.

With CAG reports, competitiveness is defined as «country's competitive level in stocks and services production in free and open market conditions, which will provide answer to international markets high standards, providing in the same time the growth of real citizen's income.» It is emphasizing the product competitiveness in the competitive core, enabling the growth of life standard. Concept starts from competitive management classic principles, and as radical new dimension and new ways of acting, emphasizes the principles of cooperative macro-management.

Besides all, rejects the relations of «greedy competitiveness» and establishes new relations of alliances, networks and partnerships orientated on long terms and leaned on strengthening innovative and technological potentials. Three key principles of the competitiveness are:

- a) Offer side: competitive company's strength as a key factor of its prosperity and development that includes two dimensions – 1. prices mechanism and savings spillover in investments and 2. entrepreneurship activities in the uncertain circumstances and risk;
- b) International dimension: competitiveness in globalization circumstances is «game with positive outcome» and strategy «win-win» for all partners – players;
- c) Social cohesion: competitiveness is directed towards the individual benefits and society, in general.

In assessed economy of technological changes, spatial factor is often unfairly neglected, even in the debates of evolutionistic approach. In most of the models, space is defined through politic-geographical categories (nation, country) or derived on simple product activities physical support (country, capital, labor). Therefore, the scenario describing the traditional relations among the countries, to include new globalized relations and changes, contemporary management, to establish policy of real support to innovative company activities can be only embedded in the concept of macro-management innovations as competitive innovative management in contemporary circumstances.

3. INNOVATIONS SYSTEMS AND COMPETITIVE INNOVATIONS MANAGEMENT

Nowadays science and technology are getting more attention as motors and key forces of contemporary economies competitiveness and societies condition to pay more attention to the efficiency and effectiveness of the innovation systems, in order to better follow the vast investments and expectations connected with them, directed and controlled. In recent decades the notion «innovation system» is frequently used, of local, sectoral or national, in the sense of expressing and explaining interactions among the agents creating and implementing technology. Emphasize is on the technological innovations in the core of innovation activity which directly affects the creating new values operations in the form of stocks and services. The concept of innovations national system is comprehensive and complex expression of various techno-economic relations establishing in the system. It contains all features of innovation processes that overcome from national character of various agents and institutions contributing to creating «socio-cultural» ambient of special techno-economical performances.

NSI (National System of Innovations) concept is equalizing with the set of institutions (institutional infrastructure) which support, condition, shape and determine the degree and directions of technological learning. Perspective of innovation systems, defined from some authors side as technological systems perspective, is important for understanding the process of technological and production capacities international distribution in the sense of their competitive advantage in global scale are more established on sectoral differentialization. It is emphasizes that «international integration brings to even more of work dissemination, what means that every country becomes focused to certain industrial branches, and their trade dependence from other countries is growing.» Geographical and political perspective is dominant in shaping the innovation systems, while the sectoral analysis, is more orientated towards technological systems, referring to the basic features and innovations management assessment.

National system of innovations or national technological systems, dynamically recognized in the framework of globally determined national technological policy, represent significant framework of competitive and cooperative innovations management. Emphasize on competitive management in macro, global perspective, is based on feature itself and the innovations nature:

- knowledge indivisibility, which is basically innovation process, by its nature gives essential feature of innovation process indivisibility. Complementary nature and connectivity in single innovation and technological system points to expressed unity and releasing any boundaries and artificial barriers in achieving innovative activities;
- unappropriability means that innovator is not in a position to independently and exclusively acquires benefits from own innovation. From this point of view, innovations maintain typical characteristics of public issue - it is hard to establish boundaries between individual and collective spending, furthermore strengthening the need of releasing any barriers in occurring and implementing innovations. Cooperative innovations management is actually an answer and imposing concept, having in mind the essential feature and innovations nature, as public issue;
- uncertainty, by definition, refers to decision making which can not provide more than one outcome.

When it is about innovative processes, another complex phenomena comes out, characterized as «emphasized uncertainty whereas the list of possible outcomes is unknown and consequences of certain activities are not known».

This uncertainty features the innovation processes early phases what brings the companies in position of high uncertainty which characterizes the innovation management area, especially in the aspect of complete informations as basics for planning, directing, organizing and control of innovations activities. Here it is also emphasized the significance of cooperative innovations management as options and single direction in achieving company competetiveness, when the uncertainties and innovation projects risks amortize with joint partner action in the network, and also strengthening innovative potentials by concentrated effort of more actors which are amortized and disseminated risks and uncertain innovation projects outcomes on greater number of users.

Globalization affects and is placed under technological changes influence and innovations systems. The name «national system of innovations» is used in the description and analysis of those networks and institutions and activities, which in every country initiate, modify, introduce and achieve technology diffusion.

National system of innovations range instutions and activities which in every country:

- start, initiate, process and control projects of new technologies development;
- adapt, modify and promote current technologies;
- import final solutions in new technologies form of some horizontal transfer shapes, to the level of mutual investments and challenges and establishing technological networks of coperations and alliances and
- enables diffusion, extending new technology in all areas in which can be implemented.

There are great number of questions appearing concerning the confirmed frameworks, factors that affect the innovations, their diffusion and economic exploatation. Part of these answers can be found in locational heterogenity of circumstances determined by occasions and limitations, which are confronted by carriers of certain areas economic activities, in certain countries. Those questions refer to various generating abilities and new knowledge absorbance, various abilities to implement the mentioned one in practical, useful, economically justified purposes, and in different systems and regulative valid for innovations and market growth. Precise, national innovation systems contain corporate abilities, organizational forms, strategies and confirmed performances in the aspect of operational efficiency, productivity, innovation rate, innovation diffusion/adoption rate, dynamic market part on world markets, income growth and employment.

Connecting technological innovations with appropriate institutional changes is more present and emphasized that those problems are becoming more critical in circumstances of emphasized competetive match when the innovativity and creative potentials releasing is substantial advantage factor which achieved by entrepreneurial and innovatively able ones. World, global, and sub-national (regional) dimensions of innovative activities are important and must be examined according the already confirmed importance of national dimensions and frameworks. It directs to the need of positioning, comparing and bringing in line the circumstances and innovative occasions in the country with the circumstances on international, worldwide scales. In that direction, it is heading to more balanced, standard set of indicators, pointers and relevant reports for this area as first step in establishing correct relations wish international surrounding by displaying real possibilities and national economies innovative potentials, and with end goal to change the issues and adjust with good practice and experience of developed countries. It is a step from the substantial meaning for confirming technological and wide economy policy on all levels, economy in general, afterwards certain activities, branches and enterprises. It is also a step towards inspiring entrepreneurship, because well established and strong foundations of innovative system enable strengthening of innovativity and creativity of the economy and society, and innovations are in the core of entrepreneurship a direction by which the economy will revitalize, creating new employment and solving critical unemployment problems, poverty in the society.

4. CORPORATE ENTREPRENEURSHIP

Entrepreneurship notion or independent entrepreneurship is mainly referring to entrepreneurship efforts of an individual which starts new business action out of already existing organizations. Entrepreneurship in contemporary periods have evolved from classic notion - referring only on new business actions, towards wider understanding which includes the companies and organizations of every kind, in all business cycle phases.

Burgelman thinks that corporate entrepreneurship is process where the companies do diversification by internal development. Biggadike is of opinion that it is a business of product and services marketing, that was not placed on the market by the origin company. For Ellis and Taylor it is referring to the strategy which is

not connected to current company business activities, but to constructing independent structural unit and including collecting and configuring new resources processes.

Gudh and Ginsberg mean that it includes two types of appearances and processes which are in process, internal innovation or entrepreneurship and strategic transformation, rebirth or reconstruction.

Entrepreneurs are individual or groups of individuals, acting independently, or as a part of corporate system, creating new organizations or inspire transformation or innovation inside the already existing organizations.

5. INNOVATION, DISCOVERY, TECHNOLOGY

In the base of innovation lies the invention or discovery, and it is result of creative process, often consequence of luck and coincidence, what makes their prediction and planning harder. Basic explorings are about activities which are processed with purpose of creating new knowledge and physical, biological and social phenomenas. They are experimental and theoretical work, primarily took over because of acquiring new knowledge. Pure basic researches are processed with purpose of promoting knowledge fund, no matter the long-term or economic benefit. Directed basis researches are orientated on creating wide basics of knowledge which will serve as foundations for finding solutions for known or future problems or possibilities.

Applied researches are directed towards solving specific technical problems. They are original researches took over because of acquiring new knowledge and directed towards specific goals.

Experimental development is systematically work based on current knowledge, which is result of exploration or practical experience.

Criteria taken in account while inventions and disclosures successfulness evaluation are more technical than commercial.

Technology is process, technique or methodology - which is embodied in product design or in industrial or service processes which transform working inputs, capital, informations, materials and energy in higher values (Christensen, 1992a). Technology is referring to processes by which the organizations transform the labor, capital, materials and informations into products or services (Christensen, Bower, 1996). It is about the theoretical and practical knowledge, skills and artefacts which can be useful for products and services development, as well as the production and distribution system (Burgelman, Maidique, Wheelwright, 2001).

Technological changes are changes of one or more inputs, processes, technics or methodologies which improve measurable level of products or processes performances (strating from Sahal, 1981). Every organization implements certain technology.

Technology could be embodied in the people, materials, cognitive and physical processes. factories, equipment and tools. Technological traectory (Nelson, Winter, 1977, Dosi, 1984) is a concept that is used to describe the evolution of every individual innovation, traectory from the occurence to the maturity of certain technology. New technological system (Freeman, et al., 1984) is consisted of clusters, bunches (Schumpeter) interconnected product and processed technical and organizational innovations, acting on many economy branches. Techno-economic paradigm (TEP) is signifying the set of technical and economical features connected to diffusion of certain technological solution, innovation.

It is basic model - guide, which when generalized introduces strong leaning towards technical and organizational innovation

(Perez, 1985, Freeman, Perez, 1988). The notion paradigm itself in contemporary scientific literature is widely used after Kuhn's (1970) theoretical assessment of scientific history development (concept of change regular science long periods and short period of scientific revolutions). Later this notion has been intensively used from authors in different scientific areas. The modus of growth (Perez, 1985) is general, common form of economical growth which is result of scientific, technological, economical and institutional transformations of relations, articulations and interactions among world economy subjects.

6. CONCLUSION

Innovativity and orientation towards innovations is critical for technology management and innovations in general, on the strategic, as well as on operational level. Innovative potentials, competetiveness and competetive innovations management are in the basics of all cooperation forms, networks and alliances in which the organizations come in global, world scales. Innovation systems lead to the need of comprehensive innovations management, which depends on innovations infrastructure defined on different levels of the economy, sectors, country, regions or global world space.

Innovations competency, essentially leaning on technologies, but important for all areas of organization, represents real support of company's strategic competency. Competency in achieving cooperation, networks and all other cooperation forms with the surrounding, basically inspired with need of strengthening technological, market and innovative potentials, become key company and management competence and main direction of achieving contemporary competitiveness.

REFERENCES

- [1] Allen, R., ed., *Financial Crises and Recession in Global Economy*, Elgar, 2000.
- [2] Antonelli, G., De Liso, N., *Economics of Structural and Technological Change*, Routledge, 1997.
- [3] Archibugi, D., Howells, J., Michie, J., *Innovation Policy in a Global Economy*, Cambridge University Press, 1999.
- [4] Bahra, N., *Competitive Knowledge Management*, Palgrave, 2001.
- [5] Beije, P., *Technological Change in the Modern Economy*, Elgar, 1998.
- [6] Bellofiore, R., ed., *Global Money, Capital Restructuring and Changing Patterns of Labour*, Elgar, 1999.
- [7] Bojd, G., ed., *Competitive and Cooperative Macromanagement*, Elgar, 1995.
- [8] Gummett, P., ed., *Globalization and Public Policy*, Elgar, 1997.
- [9] Hagedoorn, J., "Understanding strategic technological partnering", *Strategic Management Journal*, 14, 1993.
- [10] Hakansson, H., *Corporate Technological Behaviour*, Routledge, London, 1989.
- [11] Leoncini, R., Montresor, S., *Technological Systems and Intersectoral Innovation Flows*, Elgar, 2003.
- [12] Levi-Jakšić, M., *Strategic management of technology*, FON, Belgrade, year 2001.

MARKETING MANAGEMENT IN INSURANCE MARKET

Vignjević Đorđević Nada

State University of Novi Pazar, midass@sezampro.rs

***Summary:** On the insurance field, in the next period there is strong competitive fight, on the insurance market, involved by entrance of foreign insurance companies, mostly by buying domestic insurance companies. The insurance market significant developing in the next period, involved by the entrance of foreign insurance companies.*

***Key words:** Management, institutions, laws, banking sector, insurance sector*

1. MARKET POSITION OF THE CENTRAL BANK, BANK AND INSURANCE BUSINESS HOUSE

For all the financial markets one of the most important factor is the formation of credit potential changes in the level of central bank credit activity in the current period, whereas in the case of under-developed financial systems to the most important course. In addition, central bank credit is the primary activity in two ways: 1. immediately credit the commercial banks and 2. the central bank creates money by crediting the state.

In the first case of commercial banks are not obliged appropriations received the mandatory reserves of the central bank loans. Once the commercial bank the funds invested by forming a new deposit of potential commercial banking, which creates the obligation of banks to set aside the potential of the newly formed deposit reserve requirements. In the second case it is permissible institutional funding model deficitnog state, where the periodic excess expenditure over revenue funded debit state with the central bank. Since the state of water resources in the account of the central bank approved a loan is recorded as a deposit with the central State Bank. Once the state starts spending of these funds, it is transferred to the deposits of the economy by commercial banks. Now that commercial banks are obliged to deposit the amount of increased resources set aside additional reserve with the central bank. In both cases the central bank's credit growth, first act in the full amount of the increase in financial resources of banks, that in the next moment caused an obligation to set aside the business of banking reserve requirements at the central bank, in proportion to the newly established deposit potential. In these cases there is no change in the rate of compulsory reserves, but the quantum of statutory reserves changes only on the basis of the increase of deposits in commercial banking. This further means that if the central bank keeps monetary policy expansionary, the more will be created over the potential rate of credit growth of banks.¹

¹ There are two major factors forming the potential bank credit arising from the credit-deposit relationships of the central bank and commercial banks. First, the foreign relations of a country induce foreign exchange transactions with foreign countries, that is. overflow deposits based on transactions with foreign countries. In fact, screen-balance deficit with other countries at a given time (period) causes the reduction of foreign exchange reserves at the central bank, while the economy to withdraw funds on demand deposits with commercial banks. Conversely, if there is a surplus in the balance of foreign exchange transactions, the level of foreign reserves by central banks is increasing, along with the increase of demand deposits in national currency at commercial banks.

The inter-relationship of the central bank and commercial banking and insurance, there is a potential factor in the formation of credit of commercial banks in case of spill-over of funds between the commercial banking system and central-banking system. The point is that similar to the business banking and the central bank has a deposit system that included:

- Required reserves
- Liquidity reserves of commercial banks,
- deposits of the state (and institutions) and
- blocked by deposits of the economy that are drawn from the credit potential of banks.

Bearing in mind the dynamic relationship of the central bank and commercial banks, there may be spill-over funds to the central bank and charged to commercial banks, which will manifest as a reduction of deposit resources, time and credit resources of banks. Conversely, the current overflow of central bank deposits in favor of the deposit potential of banks, effectuiraće as a potential increase in time deposit and credit resources of banks.

Finally, as a potential factor in the formation of credit reports and overflow deposits at commercial banks and the amount of cash in circulation. The starting point is the assumption that the program of cashflow is only by the Central Bank through commercial banks and the total amount of cash found in the population. Accordingly, the total mass emitted cash is in the balance of central bank liabilities. Also, the insertion of cash in circulation is done by commercial banks through the payment of salaries and the expense of demand deposits of commercial transaktora, as well as the withdrawal of savings at the expense of citizens' deposits at commercial banks. The opposite course is going conversion of cash in demand deposits in banks through various forms of consumption of the population and the payment of money in savings deposits at commercial banks. Given that these processes are dynamic, the banks are conflicting with periodic balance deficits in cash, especially at the time of payment of wages, which exceeds the cash reserves of the formation and implementation of modern forms of payment in the form of deposits with various banks. At the time of reduction of demand deposits and savings deposits due to their conversion into cash, reducing the potential credit. The proportion between the amount of demand deposits and cash, and their mutual conversion, depends on the level of income, as well as the financial preferences of the population in terms of ratio between savings and consumption, ie. between savings deposits at banks and cash stocks.

2. OFFER OF FINANCIAL SERVICES AND INVESTMENT FUNDS

Regulation of investment funds in detail the precise way to protect small investors from the possible manipulation and abuse by the management company or fund manager, and mode of investment fund assets in accordance with the prescribed limits, and in particular to prevent the existence of a conflict of interests and activities of related persons. Due to security reasons, investors, investment funds can not be established as a free economic society, but require approval of the competent supervisory authorities.

Investment funds have a duty of publication of the prospectus, which is final and by the competent authority approved a statement that includes, besides usual obligatory element. Fund prospectus must be delivered to potential investors prior to conducting any sales transaction.

By buying shares of the fund, investors must rely on the sales commission costs, which can be quite high. Also, funds collected and the percentage in the name of the annual management fees and bonuses for successful operations.

The property investment fund can invest in shares in securities of domestic entities, as well as the securities in accordance with the decision of the National Bank of Serbia and property located in the Republic of Serbia, while respecting the principles of diversification and investment restrictions.

The basic information that investors should always be available to be informed about the value of their role in the investment fund's net asset value per unit of investment fund, which is the market value of the fund portfolio less liabilities. Management company established this value, a custody bank confirms reports of irregularities in the case of the Commission for the Securities.

Given the legal form, method of raising funds and investment restrictions of the collected funds law provides for three types of investment funds, as follows:

- open
- closed
- private

Investment funds may gain profit for their investors, basically, in three ways. First, based on dividends and interest received on securities in the portfolio. Second, if selling any securities profit, ie. if sold at higher price than originally purchased. In this case we are talking about realizovanoj kapitalnoj profit, as a rule, be paid to investors - capital gains distributions. Third, if there is an increase in the value of the securities in the portfolio of the fund and thus to increase the fund NAV - unrealized capital gains. Of course, investors no guarantee that on any of these base Fund making, and by the third can even lose

Yield (yield) is income per share paid to shareholders on the basis of dividends and interest, ie. the first based on the income of the fund. It is usually calculated as a percentage of the purchase price of shares of stock (offer price or buy price).

Payments (distributions) in addition to dividends and interest (Yield) includes realized capital gains (capital gains distribution), ie. includes all payments to shareholders - the first and the second based on the income of the fund.

The following table is an overview of benefits for the purchase of units of the first investment fund established in Serbia:

Table 1 Structure of entry fee

Height one-time payment	Height entrance fees
To 999,99 EUR	5,00%
from 1.000,00 to 1.999,99 EUR	4,00%
from 2.000,00 to 4.999,99 EUR	3,00%
from 5.000,00 to 9.999,99 EUR	2,50%
from 10.000,00 to 29.999,99 EUR	2,00%
from 30.000,00 EUR to 49.999,99 EUR	1,50%
from 50.000,00 EUR to 99.999,99 EUR	1,00%
from 100.000,00 EUR to 249.999,99 EUR	0,75%
over 250.000,00 EUR	0.50%

Source: www.deltainvestments.co.yu

In an open investment company investors, as a rule, do not receive the full amount of the total yield. With a management fee, which is deducted before the formation of NAV (+), there are other provisions intended to mainly cover the cost of Distributive-fund sales organization. The mechanism of buying and selling shares of open investment funds and funds of the commission system is the best show starting from the NAV. Net asset value per share of the fund is the price at which investors sell shares of stock (or sell your bid price) and may or may not be the same as the price at which investors buy shares of stock (buy or offer price). If the two match the price in question is called unburdened Fund (no-load fund), that is. investment fund that charges no commission to sell their shares. Their number is considerably smaller than the so-called. encumbered funds (load funds) that the sale of shares sales charge or front end (front-end) in the U.S. commission, which can be up to 8.5% of the value of investments. Eg. for \$ 1,000, you get shares of the fund whose NAV is \$ 915th In other words, the purchase price (buy or offer price) is equal to the NAV increased by the value of the entry fee.

3. STRATEGIC MARKETING SERVICE PROVIDERS IN THE MARKET

The first phase of value creation and delivery of course the choice of the value of a task of strategic marketing of insurance companies. Segmentation, targeting and positioning are the essence of strategic marketing. Creating and communicating value are a thing of tactical marketing. The space between marketing strategy and the insured to whom it is directed and filled with tactical activities.

The aim of marketing strategy for the insurance company can increase profitability (to sell insurance to existing clients - increasing loyalty), and increase market share in the old or new markets or both markets (to attract new policyholders). Also, the goal of marketing strategies of insurance companies can be both connected to a target which is mostly practice. Before formulating marketing strategies to the objectives of which would be directed to segmentation, targeting and positioning is necessary to perform situational analysis of the insurance company. Situational analysis provides relevant information on the sale of insurance policies, insurance company costs, competitive insurance companies and various factors in the macro environment.

Market segmentation is the process of identifying significant differences in the characteristics of customers in order to divide the market into two or more groups of consumers for the purpose of: 1) selection of the parts market to serve the company and 2) to create products and programs to meet the different needs of each customer group. The benefits of market segmentation strategy are manifold: 1) allows for better identification of marketing opportunities, 2) facilitates the marketing mix adjustment instruments target specific consumer groups, 3) help better allocate marketing resources, 4) directs the positioning of products to the consumers and to competition; 5) directs the product development plan.

Market segmentation is not aggregate and indicates that there are different demand curves where until recently it was assumed that there is only one. With a strategy of differentiating the company tries to control the market and isolate its products from competitors price of other companies, using a very intensive promotion as a marketing tool. Segmentation strategy starts from the heterogeneity of the market and the fact that there are a number of smaller homogeneous markets for different preferences of consumers.

Segmentation as a strategy of adaptation of products to the needs and demands of customers

Segmentation strategy is gaining market in depth

In order to create the insurance market segmentation strategy it is necessary to work a greater number of activities and make more decisions. Activities begin with the identification of dimensions for market segmentation, to create the profile relative to the market segments and on the basis of these activities provide the total market potential for each segment. Within each segment, identify the factors of competition, and then define the marketing mix for serving each segment, offering a complete range of insurance products often entering the banking sector and business.

Marketing environment consists of external factors, which directly or indirectly affect the supply of inputs of the organization and generating output. Marketing environment can be understood as a set consisting of six categories of power: political, legal, legislative, social, economic and technological. Regardless of whether you are changing quickly or slowly, the forces are always dynamic environment. For insurance companies change in the environment creates uncertainty, threats or favorable conditions. is quite easily foreseeable future, companies can assess what will happen. One can safely say that the same will continue modifying their marketing strategies in response to changing environment. Directors of marketing in insurance companies must be ready not to miss changes in the forces of the environment and to take advantage of favorable opportunities and disadvantages ready for the environment, otherwise the company can be found in big problems. Analysis of the environment is a process of evaluation and interpretation of information obtained by market research. Management evaluates the company's information as to the accuracy, attempts to resolve inconsistencies in the data and, if warranted, determine the meaning of certain knowledge. Through analysis, marketing director of the company is trying to describe the current changes in the environment and provides them in the future. Evaluation of change manager should be able to identify threats and opportunities associated with favorable fluctuations in the environment. Understanding the current state and taking into account the threats and opportunities coming from the changes in the environment, helps marketing managers to ensure that the assessment activities and results of marketing efforts undertaken in the present and develop marketing strategies for the future.

In dealing with the forces of the environment in marketing, can be used two general approaches: accept power environments such as those that can not be controlled by, or oppose them and try to shape them. If the forces of the environment seen as the same, which is impossible to control, the company remains a passive and reactive to the environment. Instead of trying to influence the environmental forces, some directors are trying a marketing factors that affect the expected service to the propaganda, advertising and pre-verbal experience.

External marketing has a direct impact on the promotion of insurance services and indirect - through design service offers insurance in accordance with the requirements and desires of the insured and the creation of marketing mix elements on previous experience and oral propaganda. Since the indirect result of the impact of previous results, it is based on real possibilities and capabilities of the company, which contributes to the formation of previous expectations in most cases is completely objective.

Through external communication explicitly give the insurance company promises regarding the future of insurance services, its quality and satisfaction of the insured. Promoting the services offered, the company has direct influence on the formation of previous expectations. As the level of previous expectations are higher, the quality must be higher to keep it insured and those perceived. Implies the necessity to increase the expected increase in objectively measured performance quality, so that a higher perceived quality. Otherwise, the insured tend to perceptions of low quality, even in conditions in which quality is measured objectively satisfactory. The reason lies in the fact that they are not fulfilled (unreasonably) high expectations (at the same time is really small and the initial inclination of a potential policyholder to complete the insurance, but also higher ahead of his indignation when the quality of delivered services is not at the level of promise).

4. CONCLUSION

In the future for the Insurance companies and insurance market, there would be a strong competitive struggle in the insurance market, due to the entry of foreign insurance companies in the market, most likely, the purchase of existing insurance companies. Insurance market growth is expected in the future, which will require, as noted the entry of foreign insurance companies. It is expected that strong competitive struggle, and this will require intensive use of market research, both by the current leaders, and those companies that want to become leaders in our market insurance.

REFERENCES

- [1] Solnik, B., McLeavey, D., International Investments, fifth edition, Pearson Addison Wesley, 2004.
- [2] Reilly, F.K., Keith C.Brown, Investment Analysis Portfolio Management, seventh edition, USA, 2003.
- [3] Slater, R., Finance, Investment, Stock trading – Soros unauthorized biography, USA 1992.
- [4] Law on Investment Funds, Official Gazette of the Republic of Serbia, no. 46/06, 2006.
- [5] www.fimainvest.com
- [6] www.deltainvestments.co.yu
- [7] www.hrportfolio.hr
- [8] Spread publication of the Statistical Office of Serbia and National Bank of Serbia
- [9] SMMRI research results in 2007. year.

FINANCIAL MANAGEMENT INNOVATIVE APPROACH IN THE SHOE INDUSTRY

Vukasović Dragan

Independent University, Banja Luka, Bosnia and Herzegovina

***Summary:** World financial crisis has deeply reflected on the shoe industry. With the decrease of purchasing power, it came to wholesalers orders decreasing from one side, and to demand decrease from the individual buyers side. Mentioned discrepancies brought to turnover coefficient decrease, what brought problems to the financial managers. Having in mind the importance that innovations have in the modern economies, financial managers in the shoe industry have invested great efforts only to learn how and when to generate the important innovations, and how possible is financially to express their precise contribution.*

Innovations in the shoe industry can be classified on product innovations and process innovations, where the last ones refer to innovations in product technology. First measure of innovative activity was the number of models that annually manufactures one shoe company. Process innovations represent the company possibility to follow and to finance the supply of new technologies, under condition not to threat own liquidity and solvency.

Key words: innovation, financial management, model, technology

1. INTRODUCTION

For easier innovation process following in the shoe industry, from the financial aspect, it is necessary to explain in details the difference between radical and incremental innovations. Radical innovations are referring to introducing completely new products or new systems of production and distribution. These innovations can contain the radical new technologies, but also can be founded on different implementation and combination of already existing technologies. Incremental innovations include adaptations, improvement of current products or current production and distribution systems. Their implementation is not making the previous products less competitive. What is even logical, because the product itself in the shoe industry is under great fashion trends` influence, seasonally changing.

The already existing shoe companies, usually give advantage to incremental innovations, while the new companies are more often bias to the radical innovations, resulting with previous products and services elimination and demand substantial investments. These are all reasons why the incremented innovations are more frequent than the radical ones, hence their joint feature is to strengthen the competitiveness of economic subjects, anticipating domestic and global needs for the products and services in long terms.

Innovations in the shoe industry refer to implementation of new knowledge for offering the new products demanded by customers, while every of the creating value chain of activities can be processed differently using the new knowledge for offering the new products. It means that every function, can have innovative character. Economic criteria are implicitly present in the modeller's consciousness, and the aim is to create qualitative, developely progressive and productively possible product. Innovation's ability of certain product subject contains mainly, two aspects:¹

¹ Kotlica, S.,: Osnovi tehnološkog menadžmenta, Megatrend University, Belgrade, year 2005, page 36.

First, transformation ability, adaptivity or production systems improvement, methods, acts and processes, products themselves and production process input. Aim is maintaining and improving competitiveness on domestic and international market, in dynamic context, what is harder because of frequent and various condition changes in technology, demand, relative costs, input and output and in their availability. Using certain technology becomes dynamic ability, process which demands constant adjustment to the surrounding changes and inside the product system - flexibility. That includes the technological means change, not as a whole, with embedding new elements which increase performances of the current technological system.

Second, ability for creating new technological solutions, innovations, by developing new products, new technological acts, methods, means and processes. This ability contains potentials of creating smaller (incremental), as well as the big (radical) technological innovations. However, neither one of them should be neglected, because the experience showed that even in concrete cases, cumulative character of incremental innovations, is exceeding the radical innovations economic effects, which were given more significance in the economic sense.²

2. NEW MODELS FINANCIAL RISKS

In the innovations management in the shoe industry financial management, there is constant confrontation with situation in which is not sure what should be done and in which way. Company is created in uncertainty and for suspense, because the company is organization which should constantly discover, analyze and evaluate numerous conditions in the business uncertainty, and that is why should always have to be taken in account. From this fact we can conclude that the innovative work in the company is consisted of converting uncertainty into risk. Technological innovations in the shoe industry include great number of uncertainties and from the various types, so the innovator is never sure in which measure the problem is near the limits of current technical findings. Furthermore, there is uncertainty about determining novelty degree of shoe model, i.e. about issues what the others have done so far or what they do now, all the way to the fact that if some, shoe model that is searched, already done that and it turned out unsuccessful or it is about the same model but the competition went far enough, coming to the model finalization period. Making new models, by its nature, is extremely risky activity, and the only risk bigger than this is no to produce new models at all.

Shoe company wants new shoe models, new services, new working processes, but in the company from the other side certain latent resistance is existing. However, the contemporary shoe company, in the middle of surrounding acting, especially the market, must accept technological changes, and those changes, basically destroy its stabile state. Because of this we can state that the shoe company which is ambivalent to innovations, from one side only conscious of the necessity, substantial for its survival, and again because of high risk and uncertainty, is afraid of innovations and tries many different ways for avoidance or preventing.

When it is about financing new shoe models risks, researches show that the probability of commercial failure is much higher than the probability of technical failure, what means, that higher risks for the innovations occur on the market comparing to the purely technical uncertainty. However, it should be mentioned that companies are heading to certain balance between technical and commercial risk, choosing certain models for which they are relatively sure of small commercial risk existing.

Just from that reason correct marketing and production connection should not be neglected, because it is foundation of every successful new model. Although the risk is connected with new model introduction is fundamentally depending on the buyers, new product type which is chosen might increase or decrease the probability of its success. Accordingly, it is quite an ability to achieve the new product role which, gains adequate profit referring to the invested resources and is inside the limits of risk tolerance. New products correction of shoe factory usually contains new product model combination ranging from low to very high risk. However, new product models should not be assessed only from the risk point of view, but is necessary to have the aspect of potential income which these products can achieve. Risk is high, primarily because of high investments in the new products. Researches done from this domain, show deviation of new model effects from the expectance in numerous companies, because of misjudgements in the framework of old models substitution policy. Therefore, it might be stated that higher degree of innovativity supposes also high investments and risk, because of which is, in the framework of researches, suggested analytical approach, within technology promotion development program, that should be based on: current fashion trends identification, risk assessment and changes research that should be done in financial areas, marketing, personnel and organizational elements which is supposed are necessary.

² Bobera D., : Projektni menadžment, Economic Faculty, Subotica, 2007., page 18.

Shoe models which are new, even for the company bring also the highest risk, but they also offer potential for achieving highest profit. The height of financial risk is analyzed and should be assessed as company economical situation function, competitive income dynamics and at the end, new product potential benefit.

3. TECHNOLOGICAL CHANGES IN THE SHOE INDUSTRY

Technological changes in the shoe industry provoke state in which many products become uncompetitive, and companies in which that process is undergoing have two options only: decrease costs or process with technological changes that will create new products. In dynamic companies these activities represent constant processes and point objectively on the technological changes achieved degree. At the meaningful technological changes is not simple to assess which benefits are to be expected, not only for the new products potential buyers, but also for the company as changes innovations subject. But besides all, the company must simply continue with the technological changes, because if not, could be caught with existing surrounding, and as a consequence lost time will show up, i.e. delay in necessary investments and instability in competitive market position, in general.

Technological changes effects cannot be assessed as universal issue, because technological changes in the shoe industry do not represent automatical and technological changes in other activities. However, technological change is one of the basic competition engine, so it is often appearing that shoe companies that have leading market position has achieved just by exploitation ability for technological changes. Technological changes in the shoe industry are not decreasing only the business costs, what was their previous goal, but most often qualifying the company to change its market orientation, and in the cases of significantly new technologies, discovering completely new markets. Furthermore, it means that most important are the technological changes which are enabling fast product change and improving the quality.

This certainly doesn't mean that the shoe company should not continually search for promotion of the product, process and organization, because even incremented innovations must not be neglected as possible source of competitive ability, but also the advantage too.

New materials are most represented direction of technological changes in the shoe industry, from the reason of saving natural raw materials, as well as the environmental protection, with final aim - satisfying their clients demands. New technologies demand new materials implementation, so their development is simply imposing as answer to the new technical solutions.

Technological development presents containing part and is substantial precondition of company's development, and economy base strengthening is general social development factor. Economy development in contemporary conditions of sudden technic improvement, and with the higher development and one country's economic activity successfulness present a base, necessary achieving assumption of constantly high technological development.

New technology becomes accessible in many different ways. With closer look, it becomes obvious that the competition is not processed among certain products, but among the network systems - meaning on set of two or more components, within the interface, enabling these components to function together. Key feature of network systems competition is strong complementarity in spending among components and ability/inability to jointly connect various suppliers components.

Market competition among the network systems, unlike of one more limited competition among certain products, is characterized by three important issues: expectances, coordinations and compatibility.³ It is possible that consumers expectance in the sense of successfulness of any network system represent most important force on the market. If considered that certain network system, and many applicative programs, becomes popular, then it is highly probable that will be adopted. Consumers can communicate with others buying that software, and in the future "wide" market is almost guaranteed, with upgradings and strengthenings which are relatively not expensive.

For the consumers problems of expectation, coordination and compatibility, imposed by the networks systems, there are many different solutions. If competitive network systems exist, or plan to exist, one of the obvious solutions is cooperation, but if not possible to achieve cooperation, then the network systems will mostly be incompatible. In these situations, managers have predicted some of the possible strategies:⁴

Company may intend to, in competition with other network systems suppliers, build "early" leading position (or at least perception of that position). This may mean strong use of "penetration by prices", so the companies often announce very high informations for achieved sale, showing the artificially high product acceptance rate.

³ Ficroj, F., Aks, Z., Gerlovski, D., : Menadžment i ekonomika organizacije, CID, Podgorica, 2007, page 548.

⁴ Afuah, A.,: Innovation Management, Oxford Universty Press, New York, 2003, page 156.

Companies may try to achieve tight and exclusive relations with the suppliers. In network systems competition, company always wants product complements to be offered in great amounts, and their rival components to be offered insufficiently. This indicates that the companies are ready to vertically integrate the suppliers, while in the same time will intend to stop the others to gain benefits.

Companies may use detailed previous product announcements. Purpose of these highly publicated announcements is to make the current rival products less desirable.

Briefly, adopting technological standards in the shoe industry for many technical promotions in the period passed mostly did not go straight-lining, therefore because of products and service network system features, many problems have showed up.

4. MARKETING INNOVATIONS IN THE SHOE INDUSTRY

Product innovation in the shoe industry is new product or service market introduction. Having in mind the innovation nature, essential product innovations can be defined through product which purposed use, performance features, design features or material/component implementation significantly differs comparing to previously realized products.⁵

The product that presents exit from innovation incremental process fits into company's innovation continuous flow, i.e. presents evolution change, modification of already known and current product with given function and contents. Innovation identification as radical, i.e. evolutive, could be found in literature as classification form according the innovativity degree, at which is weight of constant transfer from radical to evolutive innovation and vice versa. Innovativity could be a company feature, processing with adoption of new ideas and fast reacting on surrounding impulses; in that sense the organization could be defined as innovative.

Analog to product innovation type of innovations, the marketing innovations are defined, which present implementation of new marketing method, including changes in designing or product packing, positioning, promotion or price.⁶ Generally, it is considered that innovations marketing purpose in shoe industry represents orientation towards clients demands, by opening new markets or new product positioning on the market, with end goal of sales increase.

Key difference between marketing innovation and current marketing instruments is marketing method implementation, which previously in the company was not used previously. It must be a part of new marketing concept or strategy, which presents significant moving comparing the current marketing methods (besides, the method could be developed in the company or adopted from other companies, and could refer to new or current products).

As key marketing innovations components in the shoe industry could mention the following ones:

- *product modelling* component in marketing innovation - marking the significant changes in product design, which are part of new marketing concept - form changes and product packing, without influence on so called usage product features (e.g. - new product line, new colour of the same model, new mold of the same model);
- *product positioning* component in marketing innovation - marking the new sales channels introduction, product sales methods, but not the logistics (e.g. - new realization concepts);
- *product promotion* component - referring to the new concepts in this area (e.g. - referring the relations in media and branding - introduction of new brand symbol);
- *prices forming* component as marketing innovation - referring to the new prices strategies, exclusively concerning the demand. New prices forming methods cannot be considered as innovations, which purpose is prices differentiation according the consumers segments.

It should be mentioned that in the shoe industry seasonal and other regular and routine changes of marketing instruments does not represent marketing innovations - e.g. is introduction of product packing meaningful changes, based on marketing concept, already used on other product, or implementation of current marketing methods for conquering geographically new market or market segment.

⁵ Stošić, B., Stošić, B., Menadžment inovacija, FON, str. 12

⁶ OECD, Eurostat, Oslo Manual – Guidelines for Collecting and Interpreting Innovation Data, Joint Publication, Edition, 2005.

5. CONCLUSION

Every contemporary shoe company, must intend to predict its own future, in order to reach to find out what, most probably, will happen in the future, because of right financial decision making, what will be produced, how much invest, how many employed new jobs, which technologies will be used, etc. Therefore, financial predictions must answer which main uncertainties will exist in new models development, which significant achievements are necessary, which shoe model potential substitutes can be used, which speed of sale and market expansion, etc.

Like it or not, financial prediction cannot be avoided, although every activity, which is undertaken based on unclear future predictions, and what financial predictions try to achieve is to make liquidity and solvency relatively secured. Of course, no one is capable absolutely to predict the future, but financial managers can, based on previous trends analysis and future possibilities, come to certain findings for events probably happening in certain time period.

However, financial managers must not limit their activities only on changes prediction in shoe industry area. If behave so, not considering the other events in surrounding, some unpleasant surprise easily occur, which will put the company's survival issue in front.

REFERENCES

- [1] Kotlica, S., Osnovi tehnološkog menadžmenta, Megatrend University, Beograd, 2005.
- [2] Bobera D., Projektni menadžment, Ekonomski Fakultet., Subotica, 2007.
- [3] Ficroj, F., Aks, Z., Gerlovski, D., Menadžment i ekonomika organizacije, CID, Podgorica, 2007
- [4] Afuah, A., Innovation Management, Oxford University Press, New York, 2003.
- [5] Stošić, B., Stošić, B., Menadžment inovacija, FON.
- [6] OECD, Eurostat, Oslo Manual – Guidelines for Collecting and Interpreting Innovation Data, Joint Publication, Edition, 2005.
- [7] Dobre, R., Inovacije i tehnološke strategije, VŠTM, Šibenik, 2004.
- [8] Radošević, S., Uvod u tehnološku politiku jugoslavije, Economic Institute, Zagreb, 1991.
- [9] Trott, P., Innovation Management and New Product Development, Prentice Hall, London, 2005.
- [10] Tether, B., Hipp, C., Knowledge Intensive, Technical and Other Services: Patterns of Competitiveness and Innovation Compared, Taylor&Francis Group, London, 2002.
- [11] Šahin, M., Tehnološki razvoj i politika, E. F. Beograd, Beograd, 2004.
- [12] Maidique, M.A., Generating Technological Innovation, Oxford University Press, New York/ Oxford, 1987.
- [13] Roberts, E.B., Fusfeld, A.R., Staffing the Innovative Technology, Oxford University Press, New York/Oxford, 1987.

NEW TECHNOLOGIES AND THE ROLE OF MOTIVATION IN MANAGEMENT OF HUMAN RESOURCES

Vuković Marija

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** To have a successful organization with a high profit and high levels of employee motivation is the desire of every owner of a company or person who heads the company. Looking at competing companies, and the differences between them we can see that is what the companies differ in the truth of their own employees: their behavior toward customers, speed of reaction, the way we deal with a difficult situation, motivation and focus towards achieving the goals, learning ability, competence. .. The human element is the only element that competitors can not copy. Hence the question: what and how to work in human resources management? The key to discovering potential and achieving the organization's competitive advantage is people. How to develop a winning team, the first step is the selection of high quality workers. But the selection of quality workers is necessary to know the quality of its team members, their advantages and areas where further improvements can be achieved. Each manager has only one basic task: to achieve business results through effective management of the work of members of his team. In order to achieve this, every good team leader must develop appropriate patterns of behavior in different situations, and accordingly different characteristics and needs of the members of his team.*

***Key words:** management, organization, motivation, human resources, competitive advantage.*

1. INTRODUCTION

Technological changes may affect the existing competitive advantage even to create new, which is more powerful than existing ones. Neither company is not protected by technological change. Their effect is not always the same, in some sectors of the economy can be improved strategic position, while in others the risk for the company. In any case they are one of the main drivers of competition and ignoring market development and the emergence of new technologies is a big danger for the company. Companies that use technology in their work and contribute to changing the quality of life for the better and not just satisfaction of customers. Important features are technology companies that offer products that have a significant advantage over existing costs, quality, reliability and design.

People are the foundation for the operation of each company, their needs, motivation and satisfaction are becoming more and more a center of interest of good managers, and therefore the management of human resources comes to the center of attention of development of each company. Prevailing notion that human capital is the main tool of competitive capabilities and advantages of the global market. I believe that the management of human resources central question of the future success of any business organization. The quality and performance that organizations have achieved the quality of people who are employed. The success of most organizations depends on the ability to find workers who possess the skills for successful work and tasks necessary to achieve the strategic objectives of the company. Decisions of management and working with employees from immense importance to recruiting and retaining the right employees. In order to make the most of potential employees, human resource management integrates all processes, applications and systems within an organization that are designed to employ workers and effectively contribute to the organization. Not only is the strategic human resource management tool, but it establishes a sustainable

competitiveness of the organization. In order to achieve success in competitiveness through human resources, it is necessary that the way the manager thinks of his employees and how they perceived working relationship changed radically. The issue of employee motivation is one of the main issues in the management of the company. Implementation of new technologies in the motivation of workers as well as the management of human resources is of great importance.

2. THE NOTION OF FUNCTION AND DEVELOPMENT OF HUMAN RESOURCE MANAGEMENT

In recent decades developed an entirely new philosophy of management which is reflected in the return man as a complex, unique emotional and irrational being and not just rational. Successful implementation of this philosophy, which is a big step in the traditional human resources management requires the manager's respect for the essential characteristics: trust, decentralization and distribution of information and knowledge, education and skills training, clear roles and responsibilities, freedom of action, feedback and of course the motivation of workers. "Human resource management, as well as integrates business functions and tasks related to the people, their selection, training and various activities in the development of employees."¹ This business function is passed many stages of development, starting from the one where within its activities was only choice workers, distribution of jobs and save their documents through the stages of professional development and continuing to create a company policy that elevates the integration of all employees in the company, is developing interest in people, flexibility and quality of work that is reflected in the combined interests of the company and its employees. The effect of human resource management should be understood as a process in which each individual activity or function play a major role in building a successful and healthy company which makes the content and efficient worker.

3. HUMAN RESOURCES AND STRATEGIC MANAGEMENT

The company has a need for people and people have a need for company and a joint operations exercise goals. Human resources are the foundation on which the foundations of corporate strategy and resources as well as all machines, raw materials and capital, as well as production goals and customer-satisfaction coming from the people and are based on their work. The choice of strategy means nothing if it does not transform the strategic plan is then implemented in practice and implements the control in the implementation of the selected strategy. Manager must take into account the optimal use of resources on the work of setting goals and objectives. His role is very important to care about the results achieved by his company, the role of each individual and to his satisfaction. Documentation values of work, production and performance of each individual, it actually controls the achievement of goals and if necessary take corrective action, as in the plans, as well as tactics and strategies of the company.

With the management is usually connected and power, which is a social process influences the behavior of managers and employees work. "There are five basic sources of power (the power of reward, coercion, legitimacy, reference and knowledge)"², and that type of manager can run depends on the situation, environment and time. The power of coercion is certainly the most negative, because based on the fear of employees.

Modern managers are aware of the importance of working with people skills, so essential are their following abilities:

- to select, train and enable employed
- to shape and lead meetings of all kinds
- to manage all types of conflicts between individuals and groups
- to influence and negotiate on an equal basis
- to integrate the efforts of people of different professional specialties.

¹ Torrington D., Hall L., Taylor S.: Management of human resources, data status, Belgrade, 2004.

² Vujic, D.: Management of Human Resources and Quality, Center for the Applied Psychology, Belgrade, 2003.

4. THE USE OF MOTIVATION TECHNOLOGIES IN HUMAN RESOURCE MANAGEMENT

Motivation is internal (internal) variables that a manager can not see outside, but can only assume that if the worker is motivated by the job wholeheartedly. It is a superficial way yet, so we do not know why people behave in one way or another and that the reason for this?

Today, there are a number of theories of motivation, but there are three basic categories:

1st Theory of needs (Maslow, 1954., Alderfer, 1969.) That departs from the specific needs and their satisfaction as the basis for balance and survival of human organisms. Those theories explain us why people act, but not interpret the manner and type of actions that people must apply in order to meet those needs.

2nd Theory of Value (Mc Clelland, 1973.) Does not take into account what it takes to survive, but what one wants. There are three types of motivation need, the need for power, the need for connections and the need for achievement. Thus, an individual with a high need for power will add a lot of attention and its influence and control, while individuals with a great need to connect only happy when they are loved. The third need for achievement belongs to individuals with a great desire for success, and at the same time the colours of failure;

3rd Theories of external influences and expectations emphasize the importance and influence of environment on the behavior of individuals and their response.

Regardless of the theory, motivated people will invest more effort in their work than those who are not adequately motivated. In the early 20th century, the company is seen as machines for producing effects of order and production growth due to the growing criticism of scientific management and the growing problem of employee dissatisfaction and motivation starts increasing attention paid to customer satisfaction and employee motivation. It is the ability of managers to identify individual differences and needs of people, in connecting people with jobs appropriate to their needs. Also, he must know the proper individualize rewards and connect them with employment outcomes and implementation targets.

There is no universal solution for the construction of motivation within the company, it is of great extent depends on the business and development policies of individual organizations and industry-specific solutions. One of the main tasks is, of course, the definition of policy objectives and reward system, and the condition is better knowledge and understanding of human motivation. Must provide three types of behavior that are very important for the functioning of the company and its further development:

- people need to attract and retain the system
- employee must perform all duties and obligations undertaken in a satisfactory way
- must develop innovative and creative activity in order to achieve development goal

In order to ensure that the composition of motivation needed is a combination of financial and no financial factors of motivation to meet the very diverse needs.

- The financial (material) factors-adequate material rewards makes the foundation on which to build on a broad structure of motivational incentives in order to increase the overall potential and attractiveness of the working situation. It is a necessary but not sufficient condition for the development of a broad motivational base within the company. In developed economic bands are becoming increasingly important not financial compensation. Employee must have confidence in the compensation and their regularity. Motivation is closely linked to financial compensation, so it must be attractive and better than the competition. For each addition to the salary of individuals must be reasonable ground to avoid suspicion among employees. He also received much other material compensation: car, insurance, housing and so on. Payments and compensation strategy must be based on encouraging individuals to see improvement in the professional and personal development instead of advancing in the hierarchy to all the higher wages
- Non-Financial (intangible) factors-as there are social and psychological needs of people need to supplement the material and immaterial factors. Such are the following: growth in the developing needs of individuals, recognition of skills, status and social contact, security, flexible working hours, etc.

Education and training of employees, creating a comfortable environment in the enterprise, and just pay system tasks are carried out by a real manager to create favourable conditions for the motivation of each individual.

5. ORGANIZATION OF HUMAN RESOURCES

Human Resource Management exists as a separate segment of the science of management. Proper distribution of human resources, means and effective division of labor, which is one of the main factors of good organization. In modern conditions of production, division of labor is much better seen between work teams than between individuals, because they need to join the working teams of specialization with the need for multi-skilled workers. That is the most successful way to eliminate the boredom of the work process which affects the efficiency and productivity.

Companies have two strategies which must be closely linked:


- External-way competition in the market (competition)
 - Internal-way development, engagement, directing, motivating and controlling of internal resources.
- Managers need to set up the connection between people and businesses. Must perform their functions in a system of human resource management to achieve the integrity of the system and achieve the pleasure of people and business goals. The effect of human resource management should be understood as a process in which each and every activity and function have a major role in building a successful company, which makes the content and efficient worker. Education and investment in people is not only the current trend but also socially justified and long-term investment.

6. EXPERIENCE OF FOREIGN COMPANIES IN MOTIVATING EMPLOYEES

Because of great importance for the company, managers need to pay particular attention to the employment of professionals, but also to prevent the departure of high-quality workers. To create a positive work environment many companies are using the correct system designed to reward employees. From Table 1, we can see how some foreign companies motivate employees so they feel important and deserving of success achieved by the company:

Employees, who are motivated to work, are often energetic and open to the possibility of doing things, even above the expected level. So the desire of every leader in the company is to have employees who are full of energy, positive attitudes toward work, responsible and willing to work overtime even if the job requires them.

Table 1: how the motivation of employees is in foreign companies³

COMPANY	PRACTICE
<u>Calvert Group</u> (Company for financial management based in Bethesda, MD)	The company shall refund the cost of recruitment all of its 190 employees
<u>EPS Software Services</u> Computer-consulting firm, headquartered in Minneapolis, MN)	Employees can choose between the basic salary without wages for hours, or pay per hour based on time spent on task, or to combine these two possibilities
<u>Rogan</u> (The company that produces plastic handle, based in Northbrook, IL)	Employees are not only rewarded for their contributions made by the savings in money, but for these contribute to give recognition in the report Company
<u>Ashton Photo</u> (Printer, photo gallery, based in Selma, OR)	 The company rewards employed by allowing them to decide what skills are needed to do the work in the best manner and allows them to grade their own performance

³ Collins, C.G.E., Devanna, A.M. (2002) the challenges of management in the twenty-first century. Zagreb

7. CONCLUSION

The real quality of the labor force and experts has become a scarce resource. Traditional way of management, associates with lower type of treatment, we have sent the men planned to bring them into a state of total indifference of the general discontent and commercial indifference.

People, their needs, motivations and satisfaction are becoming the center of attention of Human

Resources Management, as it is realized that human capital is the main tool of competitive capabilities and advantages of the global market.

The needs of individuals and factors that are keeping them motivated the object of intense research and analysis from which emerged many motivational theories. The complexity of the individual off the acceptance of one of the motivational theory as the universal, by which it would be in a unique way to motivate people in all types and forms of organization regardless of the environment in which it is located. Man is a complex psychological structure which requires many instruments of raising motivation. It is necessary to know, with motivational theory, and complexity of the employees as individuals and the circumstances that surround them.

Management must design competitions and motivational packages whose structure depends on how complex or simple structure and motivation would prefer you to develop the basic structure based on the collective or individual factors.

There are many motivational techniques that are available to managers, and basically be divided into material and immaterial. Material compensation are the foundation and the necessary motivation, but also not sufficient, since most people are becoming increasingly important, so. Higher order needs, such as the development and confirmation of their own abilities and possibilities of autonomy, respect, status, etc...

That is why many non-developed strategies, such as job design, participation, management by objectives, flexible working hours, career development, etc...

Companies in which they realize that human resources are one of the fundamental success factors that companies are more successful than companies where there is poor administration which has not yet realized the importance of human resource and motivational techniques. Education and training of employees, creating a comfortable environment in the company and just pay part of the tasks that were successfully implemented in order to create favourable motivational basis for each employee.

Many are difficult and complex task put before Management of human resources in the future. They must have, besides the theoretical knowledge in Management and motivation theory, and knowledge in the areas of organization and psychology. In addition, it is very important to accurate and precise estimation of the efficiency of employees, unbiased evaluation, and enabling their further development and progress.

Of unspeakable importance of good human relations policies, including workers in decision-making process, which are providing greater accountability, are also completely accurate judging their merit so that they gain complete confidence in the composition. Just all the facts are the basis to build quality and long-term motivation composition in which the employee and the company achieve its goals, which is basically permeate and whose realization is not possible individually only together form can be complete.

REFERENCES

- [1] Seifert, Z., Management of human resources, TF "Mihajlo Pupin", Zrenjanin, 2004.
- [2] Torrington D., Hall L., Taylor S., Management of human resources, data status, Belgrade, 2004.
- [3] Vujic, D., Management of Human Resources and Quality, Center for Applied Psychology, Belgrade, 2003.
- [4] Arthur, D., Managing Human Resources in Small and Mid-Sized Companies, AMAC, New York, 1995.
- [5] Collins, C.G.E., Devanna, A.M., The challenges of management in the twenty-first century. Zagreb, 2002.
- [6] www.wikipedia.com
- [7] www.veza.biz

INNOVATIONS AND NEW TECHNOLOGIES IN MANAGEMENT

Zurnić Stojanka

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia

***Summary:** One of the most important factors that affect the entrepreneurial power of companies is ability of innovation of processes, products, and services. Introducing innovation is permanent legality in carrying out of joint work. Innovations have become the main task and activities of all kinds of management. Researches show that difference between successful and less successful, or unsuccessful business system lies in their differential access to innovations. Each innovation means a whole set of changes and disorganizing that should be realized in the organization. Introduction of the new technologies is realized with respect of certain technical-technological norms and environmental and health standards. In concrete terms of certain economy, introduction of the new technologies must satisfy the efficiency criterion of using available resources. Two basic approaches can be used in this domain:*

- *"land-saving" access includes the introduction of the new technology that will contribute to complete employment of available labor force,*
- *Innovation with "capital-intensive" projects, which implies maximum exchange of alive with accumulated years of service*

***Key words:** Innovation, classification of innovations, technological innovation, management, developing of technologic innovation strategy*

1. ABOUT INNOVATIONS

If the main preoccupation of modern enterprises is creating competitive position on the market, then it is no longer possible only with the price of existing products or services, their quality, or various selections, but primarily by speed with which enterprise can introduce new technologies, and new products also. That depends on the innovation in manufacturing and business processes. Introducing of innovations today is a matter of survival, and the time needed for innovation is shorter. Volume and speed of innovation are the consequences of many scientific, and then technological achievements and their implementation in practice too. Therefore, the investments in research and development today are linked with development or future of the enterprises.

The term innovation is a very old word. Etymologically it comes from the Latin word *inovatio*, which means newspaper, novelty, changing of existing. Innovation can be defined as:

- A process from creating an idea to commercialization;
- Accepting of change;
- Radical change in traditional way of behaving;
- Making of the new things in an old way;
- Making the old things in a new way;
- Making of the new things in a new way, etc

We can say innovation is creative process in which the two or more existing things are combined in some new way that would produce a very new thing. Every innovation is a set of changes, from recognizing

problems and opportunities to formulating ideas and until the final realization. It is important to note that after occurrence of the innovation process of imitation comes by competitors, which creates a need for the another innovation. This proves that the process of introducing innovation is a process in which changes are constant. Innovation process is composed of numerous mutually related activities, which starts with realizing of the needs, desires, requires and problems that consumers have or realizing of technological feasibility study and transfer technology on the other hand, with creation of benefits that consumer is expected. Therefore, solving of problems by inventive process, i.e. by transfer technology to other carriers and realizing of the new chances and opportunities is possible.

2. CLASSIFICATION OF INNOVATIONS

The widest possible classification is one set the science and scientific disciplines where innovations are being realized. According to that, innovation could be:

- **Technologic innovations** - In the professional literature technical innovations are often subject of discuss in terms of technological process and innovations products. Under technological innovation, we mean development and successful placing of the new products, services and process. Under development we think planning and analysis, designing, construction, engineering, market surveys, introduction of the new technologies, etc.
- **Marketing of innovations** - Fundamental innovations related to the products that had not been known until then,
 - Functional innovations related to packaging, shaping, promotion, and distribution of products. Their goal is to improve functional and other characteristics of the product.
 - Adaptive innovations related to modification and all sorts of symbolic characteristics of product, such as distribution, presale and post-sale services for customers, etc.

3. IMPORTANCE OF INNOVATIONS

Ability of innovation is the most important factor of the economic power of companies, field of economy as well as the whole country. Competitive ability depends less on the price, quality, assortment, and other things, it depends the most on the speed with which is possible to introduce new products or services. This means that competitive advantage depends on the introduction of changes and new technologies.

The role of innovation and new technologies in social development and growth of economy is crucial, that is the opinion of many economists. At the level of the country, technological innovation is important for the society and economy due to following reasons:

- It improves national production,
- It provides competitive advantage in international trade,
- It improves quality of life

It means, technological changes stimulate economic growth and they increasing production and innovations prompted by research and development and they are becoming fundamental forces to improve economic growth, production, and competitive advantages. Most economists agree that the 50-60% of economic growth could be ascribed to technological innovation.

Technological innovations are not possible without research and development, and that research and development could be in function of innovation, it is necessary to invest enormous resources in necessary resources as well as in personnel. Poor countries do not have enough funds to introduce new technologies and because of that, they are lagging behind in development. Technological innovations can be misused. In that context, the public has a tendency to blame technology for harmful consequences. Nevertheless, in contrast to that irregular attitude, the right thinking is following:

Technology is just means, type of tool and all tools could be wisely or wrongly used.

4. MANAGING OF INNOVATIONS

Managers of less successful companies followed and they follow conventional strategic innovative logic.¹ Managers of successful business systems were practicing strategy of useful innovation. It becomes obvious

that the company that wants to keep their previous buyers and to expand it, must be more efficient in innovation from their rivals. An innovative climate must touch virtually every part of the company. Each department and each function has to deal with significant innovation of growing type.

For the need of innovative activities, companies must ensure human and financial resources so the innovation for the future could be produced. Contemporary management practice sets two key questions: "how can new methods, techniques, and technologies improve business of the companies, and how they can satisfy current and future needs of constituents of organization".

Quality of responses to these issues has a great influence on success of organization, or management. Introducing of innovations in the management is the logical continuation of evolution and development of organization and management, as well as conditions of survival, growth and development of organization. Organization and management are and the products of innovation themselves. As such, they were changing its form in their evolution, from a classic one, in which there was a high level of determinism to a modern one, which is based on situational approach.

With appearance of so-called cognitive management, a new quality in designing and organization is introduced, (using modern technologies), which was imposed new requirements, but challenges to the organizations and management. It becomes obvious that innovations and creations are basic task for all levels and type of management in the organization. Innovation and management of innovation function in completely different grounds in relation to classic bureaucratic organization and management.

5. MANAGING OF TECHNOLOGIC INNOVATIONS

We are living in the world that is dramatically changing, very fast. The level of turbulence has reached such dimensions so the world changed and in essence is changing faster and radical.² In the magazine "Popular Mechanics" from March 1949, optimistic expectations related to computers were released. "Since the PC "EINAK" was equipped with 18,000 vacuum pipes and it is 1.5 tones heavy." There is no need to explain that optimistic methods like this are overcome today.

However, changes that will happen in the future will be more dramatic in relation to changes in the past. For example, in 1904, from Paris to New York people travelled one week, one hundred years later (2004) around 3 hours, and the forecast is that by the end of the third millennium that road will last about 20 minutes. The main or one of the main reasons of dramatic change is in updating of techniques and technologies. Innovations appear as generators of changes, but in developed society create favorable conditions for development of innovations that make changes more dramatic.

It has been estimated that by the year 2020, 60% of existing technologies in the world will be unusable, and only 20% of existing knowledge will be in use. Technology has led and it leads to revolution, but it is happening in the technologies too.

The strategy of innovation and technologies is one of the major issues of modern society and business in general. The strategy is responsive to the question of how to maximize effects of innovation and introduction of new technologies. It should establish strategic alternatives in managing innovation and technologies and appraisal of their usefulness and the choice of those that will provide the best effect.

6. TWO KEY STRATEGIES OF TECHNOLOGIC INNOVATIONS DEVELOPMENT

In the theory and practice of management dilemma which strategy is acceptable for the success of innovations often occurs. Regardless of various possible accesses, two different models showed as crucial, those are:

- Corporate strategy,
- Strategy of Silicon Valley

Corporate strategy, as the name says, is based on the principle that the innovation process from idea to carrying out in multinational or transnational corporations, which have technical options and required personnel equipped so they can make innovations in industry of high technologies. This approach is applied in space researches, armaments industry and industries of medical electronics, or in the areas that are based on high technologies. It is evident that large projects and undertakings, such as space research, must be followed through organized systems of corporate type. The starting point here is the fact that in industries of high technologies necessary continual work, that the innovations are often compatible and mutually encouraging. Therefore, it is more efficient that all phases of innovation process and activities are placed under one roof, then partially.

Finally, the holistic concept is practically realized here in which the effect of practicing researches and development still is more efficient than simplified sum of partial innovation projects. Holistic in technological innovation means that technological development is not a question of individual innovation only, but technological trajectories, which includes course of related innovations. Development of Motorola from radio cars to TV sets, from semiconductors to wireless communication equipment, represents one sort of technological trajectory. Therefore, it makes sense and economic justification to organize systems of corporate type under whose roof will be organized all phases of innovation process.

The strategy of Silicon Valley, has received its name by the region in California, in which there are thousands of specialized companies that are dealing with research and development, above all, the industry that is based on high technologies. There is a moderate form of control in relation to the corporate model present here. Innovations are accomplished through co-operation, through strategic alliance to joint investments where joint funds are provided for the model is applicable to informative industry, biotechnology, and at smaller companies. Both models also have their good and bad sides.

However, the model of Silicon Valley shows ability to use creativity and energy, because of its flexibility in implementation of diverse innovations and the way of using different skills in that way. Different strategy of development can be suitable for different industries and different national cultures. Here there are no general solutions, nor is something like that is possible. It is obvious that the strategy of Silicon Valley is more acceptable for home investments in innovations and technologies, and by creating of the network of individual alliances enables you to use collective mind inducing creativity. This model is strengthened by cooperation between in the field of research and development, as well as between laboratories and centers of scientific-researching at universities.

Corporate model was successfully applied in Japanese electronic industry, and especially in Matsushita, Toshiba, Sony and chemical industry worldwide. However, in the world of high specialization thinking of combinations is evident, as well as to take over some from Silicon strategy, particularly regarding to creativity, way of organizing things from corporate model. Such hybrid model was successfully applied to pharmaceutical industry, oceanography and can be effective applied in other industrial sectors of high technology.

7. APPLICATION OF THE NEW METHODS IN JAPAN

Japan is a country of high-developed technologies. It allows mass production and high labor productivity. Car factories in Japan have higher labor productivity in relation to the same factories in the United States and Western Europe as can be seen from following table:

COUNTRY	NUMBER OF EMPLOYEES PER CAR
Japan	1,6
Germany	2,7
USA	3,8
Sweden	4,7

Although the technical- technological basis production are changing, it is possible to see from table that Japan needs 1.6 workers for the production of cars on a daily basis, in Germany 2.7 , in the United States 3.8 , while in Sweden the productivity is almost three times smaller than in Japan.

For Japanese production, it is very important to be massive, but it produces goods to meet individual needs of consumers.

This explains great competing ability of Japanese car industry. 3 Beside of the small production, it is able to produce any car consumer wants, by the color, number of doors, design, functional characteristics, etc.

The robotization is highly developed in traditional and tertiary activities in Japan. That is the country with the highest number of robots in the world. They showed numerous advantages in dirty and dangerous tasks. Robots ask for little, and provide many things. The Japanese managers insist that robot does not require hot meals, no light, no heat, good interpersonal relations, but only good deployment and maintenance.

Robotization increases humanity of organization, because those things robot can do, man cannot or the human engagement would be inhumane. It is logical, because just imagine engagement of a man to control regularity of welding in a moving belt. Not only it is impossible to establish full control, but also the request like that would be fully dehumanized.

Introducing of robots does not affect dismissal of workers. The Japanese managers insist that the workers replaced robots are the burden to company, with the obligation or prequalification for other tasks. The fear of robotization is eliminated in that way, which increases sociality of organization. Thanks to this, all employees are aware that no technological improvement will produce technological surpluses, because that would be the way of destimulization of employees to introduce innovations and technological improvements.

There are other specific moments having a significant impact on success of Japanese economy and society in general. Many small things in Japanese management have created a high-quality management, which can be successfully deal with the management of developed countries in the world. In addition to this, Japanese management decorates its superiority by indisputable victory very often.

8. RESUME

A detailed analysis of management shows that the primary source of successful management and leadership are innovations and new technologies. It is necessary to have in mind that fact management deserve all the credits for introducing of innovations and new technologies in organizational systems, not by their numbers but by provided conditions for their introduction. Those managers and leaders who are the most successful in introducing innovations become leaders, i.e. champions in certain field or sector. That is why the evolving way of developing management is the most frequent theme, which operates on qualitatively different grounds than classical or non-innovative management.

It shows that the successful management which encourages employees to introduction of innovation, allows employees to made mistakes regarding to finding the new and more efficient way business, creating of good interpersonal relations in order to greater synergy impact of the individuals, etc.

Given the fact managers in our enterprises are not in the financial opportunities to introduce new technologies in business, production, packaging, sale, and all supporting activities are heavy, but we are not competitive in the market and we cannot even keep existing positions. Because of those reasons, production in our companies is heavier day after day and products from the import cover our market.

REFERENCES

- [1] Todosijević, R. i dr., Menadžment, Ekonomski fakultet Subotica, 1994.str.141-164
- [2] Radosavljević, Ž., Menadžment znanja i(li) znanje u menadžmentu (od predvodništva do maestralnosti i dalje...), Beograd., 2008. str. 104
- [3] Tomić, R. i dr., Menadžment u modernom biznisu, Novi Sad, 2007. str.435-436
- [4] www.google.ba, menadžment - Megatrend

МЕНЕДЖМЕНТ ТЕХНОЛОГИЧЕСКОГО РАЗВИТИЯ И ДИЗАНИРОВАНИЯ В ОБЛАСТИ КОЖЕВЕННОЙ ПРОМЫШЛЕННОСТИ

Живков Сенка¹, Муратович Шабан², Доловац Бидо²

¹Высшая школа специальных студий-Белградская Политехническая школа, Белград, Сербия

²Высшая специальная школа для дизайна, технологии и менеджмента, Белград, Сербия

Резюме: В кожевенной промышленности существует необходимость в больше отличительных системах менеджмента, технологических системах, дизайне. Для компаний из этого сектора необходимо достичь удовлетворяющий уровень компетенции, так как это единственный способ сохранить свои позиции на рынке. В настоящей работе будет подчеркнута необходимость в большей заинтересованности менеджмента и дизайна в технологической системе. Технологическая система является частью большей системы и результатом интегральной работы людей в разных видах технологического процесса.

Ключевые слова: Менеджмент, технологическое развитие, дизайн, кожанная промышленность.

1. ВВЕДЕНИЕ

В этой работе показано значение менеджмента, технологии и дизайна, сегодняшних знаковых в увеличении знания кадров, который занимается исследованием и реализацией дальше показанных областей, чтобы быстрее и качественнее продвинули вперед производство кожевенного материала и его трансформацию в готовый продукт, который сможет удовлетворить требования покупателей. Рассмотрены модные течения, производство кожевенного материала и их трансформация в готовый продукт одежды и его эксплуатация через долгосрочное пользование, в целях удовлетворения современного покупателя.

2. ДИЗАЙН, ТЕХНОЛОГИЯ И МЕНЕДЖМЕНТ В КОЖЕВЕННОЙ ПРОМЫШЛЕННОСТИ

Нынешняя кожевенная промышленность должна принять требования покупателей, потому что этим образом создается мультидисциплинарная наука, у которой будет лучший и более качественный сбыт, на современном большом, разнообразном и богатом рынке кожевенных материалов.

2.1. Промышленный дизайн

Дизайн это дисциплина науки, потому что научно исследует и доказывает явления, законодательности, методы и процессы в образовании и развитии кожевенного продукта либо как измерение кожи и ее трансформации, когда переходит в предмет одежды. Слово дизайн сегодня часто используется, но все таки его значение остается неясным для многих людей, потому что этот термин часто и неправильно употребляется в различных целях. Слово дизайн нас обычно ассоциирует на вид

какого-то продукта, моды или искусство. В сегодняшнее время производители кожаных продуктов встречаются с многочисленной конкуренцией. Производители из области кожаной продукции, чтобы получить продукт, который сможет задержаться на рынке, нужны постоянно вкладывать в процесс дизайна продукта. Процесс должен быть так спроектирован чтобы существовала возможность изменчивой продукции и продукции специальных продуктов для отдельных рынков. „Дизайн- это мыслительный процесс, который охватывает установление объекта-продукта“ и является составной частью организационного процесса продукции в кожаной промышленности. Для дизайна характерно, что это не однородная дисциплина, а интердисциплина и это потому что в себя включает больше других научных и искусственных дисциплин таких как: техника, технология, организация, художественное и прикладное искусство, архитектура и так далее.

Эта научная интердисциплинарность дизайна позволяет ему подходить с различных аспектов исследования и развития продукции, что приводит к научным результатам, обуславливающим развитие всех качеств продуктов. Благодаря результатам дизайна, продукт каждым днем становится все более и более сложным. Это повлияло на развитие уже существующих как и развитие новых видов материала. В целом дизайн влияет на прогресс промышленности, развитие продуктов, стандарт, культуру и образование людей. Дизайн это специальная дисциплина, которая означает творчество на практике.

Если качество продукта его обязательное свойство, а в процессе дизайна его создает группа дизайнеров - то качество и дизайн являются символами. И в теории и на практике дизайн считается символом продукта. Это конечно значит, что говорится о успешном дизайне, т.е. об одаренных, опытных, образованных дизайнерах в промышленности. Дизайнеры являются носителями процесса и творителями качества продукта, тем самым особенно влияя на удачу в продукции и в деятельности, что является целями каждого бизнеса. Дизайн будет символом качества продукта только тогда когда в процессе дизайна постоянно выходят продукты, чей уровень качества постепенно повышается, и когда он согласен с требованиями, необходимостями, желаниями и покупательской потребностью потребителей. Дизайн важная подсистема современного предприятия, как и при производстве кожаного материала, также и при трансформации материала в готовый продукт. Введение и организация дизайна в предприятии как подсистемы основное условие выживания и развития. Только качество т.е. хороший дизайн позволяет предприятию владеть рынком, привлекает потребителей, побеждает конкуренцию и увеличивает прибыль,

2.2. Технология кожаных продуктов

Технология это наука, которая говорит как перерабатывается определенное сырье, чтобы из него получился готовый продукт. Существует множество технологий. Имея в виду специальность технологического поступка при выработке одежды из кожи, определенные виды технологии кожи можно разделить на:

- технология выработки мужской одежды из кожи
- технология выработки женской одежды из кожи
- технология выработки совокупной продукции из кожи и меха.

Кожу также можно комбинировать с различными текстильными материалами, и как натуральный материал очень удобна да носки.

Для каждой из этих технологий в процессе переработки необходим технологический порядок.

- технология кройки
- технология вышивки
- технология доработки
- технология влажно-тепло обработки (глажение).

В технологии выработки одежды главное найти самый рациональный поступок для переработки сырья в готовый предмет одежды.

Полный успех достигается когда за успешной креацией модели последует успешная организация технологического процесса производства и когда продукт соответствующего качества с сокращенным временем выработки, чтобы цена в продаже была как можно ниже и выдержала конкуренцию.

Все эти работы совершаются более или менее удачно в определенных предприятиях. Общее для малых и больших предприятий это производно-технологические работы где в ширем смысле производятся, коммерческие работы где совершаются снабжение и поставка товара.

2.2.1. Основные характеристики кожи

Чтобы пришли к коже которая готова для кройки, нужно пройти через несколько фаз обработки. Поступок переработки кожи относительно долгий, почему кожа как материал достаточно дорогой.

После снятия кожи с животного, надо сначала приступить процессу консервирования. После того поступка наступает технологический поступок переработки кожи. Первый этап в технологическом поступке переработки это замачивание и он состоит в замачивании кожи в воду, затем щелочение. У небольших осколков кожи(которая больше всего пользуется в технологии кожной конфекции) операции щелочения предшествует операция швелования, беления известью, пикелевания, разъедания кожи, дубления. После дубления кожи должны отстоять наименее одни сутки, а потом следует выжимание и пиление. Потом следуют операции: нейтрализации, добовочного дубления, раскраски, смазывания, окончивания.

Операции окончивания также принадлежат и натягивание, придание форм (обрезание кожи), шлифование, раскраска.

Обработанную кожу которая прошла через все эти фазы нужно послать в лабораторию. Эти лаборатории на кожи совершают все необходимые химические и физические исследования а это: определение толщины, впитывание воды, пропускаемость воздуха, постоянность краски к загарению, к зною, пропускаемость воды итд.

По окончании технологии переработки кожи, приступается к технологии выработки предметов одения из кожи. Технология выработки предметов одения подразумевает точно определенный технологический процесс с фазами, для получения желаемого продукта.

Сортирование кожи то технологический процесс в котором кожи сортируется по краске, структуре, толщины для получения желаемого продукта.

Кройка кожи это технологический процесс в котором получается предмет одения от заранее приготовленной кожи.

Вышивка кожи это технологический процесс где заранее скроен, части соединятся в оно целое.

Доработка-это окончательный этап в выработке предмета одения , который подразумевает очищение предмета одения, глажение, пришивание пуговиц.

2.2.2. Система установки рабочих мест

Система установки рабочих мест это способ установки машин и устройств, чтобы как можно рациональнее совершался технологический процесс выработки предметов одежды и транспортировки предметов работы от одного до другого рабочего места. Для транспорта материала от склада сырья и предмета работ через все фазы выработки до склада готовых продуктов ползуется различными транспортными средствами, транспортными грузовиками, высячими транспортерами. С временем система установки рабочих мест становилась более савершенной, так что существует больше систем:

- Система рядов
- Школьная сиситема установки рабочих мест
- Развитая система установки рабочих мест
- Система покатых столов
- Систем столо раставленных по диагонали
- Система подвижных стендов для пучков
- Система горизонтальных транспортных лент
- Система высячего транспорта

2.3. Оперативный менеджмент

„Оперативный менеджмент это область менеджмента которая открывает законы, принципы и модели функционирования организации в целях постоянного продвижения вперед ее перформанс, исходя от основных операций, участвующих в создании новых ценностей, быраженных через продукты/услуги. Осуществляется через комплексные активности предусмотрения, планировки, направления, координации и контроля операции в цеп создания новых ценностей в организации. Объединяет стратегическое и оперативное управление с помощью которого избирается програма продуктов и услуг, которые удовлетворяют потребления покупателей, и обеспечивают эффективное сопровождение програмы, т.е. услуг на рынке, которое очень требовательно“.

Планирование производства это начальний этап процесса управления, в котором определется производственная программа, ее реализация и исчисление возможностей за которое время будет произведен желаемый продукт, и в сколько смен работы. Это значит что надо определит число людей-людские ресурсы, неопходимые для осуществления плана продукции. Планирование продукции

представляет долгосрочный прогноз производственной программы производственной системы на долгий период времени. Содержит комплексный ассортимент и количество продукта, ежегодно определяющего. Ежегодная планировка производственной системы охватывает количество продукта в ассортименте определенного качества, а в соответствии с требованиями рынка. Ежегодная планировка является частью долгосрочной планировки, а охватывает планировку: производства, использование емкости, кадров, снабжение материалом, снабжение прибором и вспомогательным материалом, кооперацией, снабжение энергией и водой, хранение основных средств, расходов, финансовое планирование. Здесь акцент ставится на менеджменте.

Организация это часть организации, представляющей собой менеджерский процесс, который непрерывно длится. Организация это баланс между стабильностью и переменами. Процесс организации это один из четырех ключевых этапов менеджмента, которая следует за планированием, а предшествует руководству и контролю. Из-за того для менеджеров знание того процесса, тоже как и последствия того создания и развития организации необходимо, чтобы более эффективно были осуществлены цели, планы и идеи.

Что бы случилось без организации? Сколько человеческой энергии, времени, денег было утрачено на неподходящий или ошибочный способ? И в настоящее время, когда процесс организации основывается с одной стороны на многолетнем опыте, а с другой стороны на новых знаниях и концепциях, многие ресурсы не используются так чтобы обеспечить наибольшие эффекты. Из-за того менеджеры в беспорядочном поиске. Чтобы в условиях постоянных перемен организовать свою деятельность тем способом который может соответствовать требованию времени, и свою организацию сделать динамичной и способной ответить на вызовы.

Руководство это активность, реализующая с целью формирования поведения людей в предприятии. Фактами руководства: личные характеристики руководства. Личные характеристики охватывают: личные ценности- представляют способы видения, толкования, трактовки проблем;

Склонность к риску-лидер ничего не оставляет случаю и пытается каждую ситуацию контролировать; происхождение; способы принятия решений - есть два способа: сверху вниз и снизу вверх. Поскольку трудоустроенные часть руководства, особенно важны их следующие характеристики:

- нужда в неизвестности,
- готовность к принятию ответственности,
- владение знанием и опытом,
- готовность к учению др.

Менеджер должен понимать, что происходит в окружении и приспосабливаться. Некоторые перемены: глобализация, электронная революция, диверсификация рабочей силы, явление новых работ, политические перемены и др. Успешный менеджер должен обладать следующими характеристиками: принятие решений, делегирование, коммуникация, контроль, продвижение кадров, стимуляция, вмешательство.

Контроль можно определить как процесс наблюдения и сопоставления осуществленных результатов, с ожиданиями основанными на точно определенных целях, как и принятие активностей с помощью которых возможные отступления от плана будут устранены или уменьшены.

Потребность в контроле и оценивании осуществленных активностей необходимость в всех организациях с ограниченными ресурсами с помощью которых должны осуществить определенные цели. В этом смысле контроль одинаково важен для самых компетентных рыночных компаний, для благотворительных организаций, спортивных клубов, как и в управлении семейным бюджетом.

Хотя представляет одну из стратегических управленческих функций, контроль между менеджерами оставался без внимания в пользу других, более интересных активностей, и чаще всего считался как нужное зло. Такой подход, который характеризуется с одной стороны отсутствием контроля, с другой ее недостаточным присутствием или неподходящими поступками непременно приводит к неподходящим и нежелательным эффектам, которые не могут поправиться, или тратят ненужные и новые ресурсы.

Современный менеджер смотрит на контроль как на позитивную активность без которой руководство невозможно и неудачно. Контрольная функция, основана на желаемых, заранее утвержденных целях, представляет собой средство смыслового и эффективного осуществления любого результата. Рассмотрено из угла современного менеджера, мерение, сопоставление, анализ и сообщение не являются целями контрольных активностей, а уже в функции осуществления влияния на изменение поведения людей. Контроль, которая представляет цель для самой себя, часто может вызвать нежелательные последствия. Контрольные системы не могут сами решать все проблемы, и у них есть смысл только в случае если являются толчком к желаемому поведению, т.е. к принятию корректных действий.

Факт, что люди в принципе не любят контроль для менеджеров является проблемой, решение которой во многом влияет на удачность всего процесса контроля. И при всем настаивании, чтобы поступки трудоустоенных афтоматизировались, начальник должен держат ухо востро.

3. ЗАКЛЮЧЕНИЕ

В общем, можно сказать что успешный менеджер не осуществляет свои положительные результаты благодаря только личной жертве и риску, но и своей доминацией, настаиванием рабочий кадр использовать как можно лучше, но и беспощадной борьбой с конкуренцией, своей способностью навязать свои продукты/услуги потребителям. Все это подразумевает прилежность, идеи и хорошую организацию. Успех в менеджерской активности, в области кожевенной промышленности, как и других отраслей промышленности, можно осуществить только в случае если менеджер эффективно употребляет капитал, как финансовый, так и физический, а больше всего- людской и интеллектуальный. При этом, он постоянно настаивает уменьшить расходы деятельности. Новая технология важна для успеха, но решающий фактор в инвестировании качество и опыт.

ЛИТЕРАТУРА

- [1] Đuričin, D., Janošević, S., Menadžment i strategija, Beograd, 2007.
- [2] Radojević, Z., Operativni menadžment, Grafoslog, Beograd, 2002.
- [3] Grgurić, H., Vuković, T., Bajza, Ž., “Tehnologija kože i krzna”, Zagreb, 1985.
- [4] Vasiljević, M., Dizajn – savremeni pogledi, Fakultet za dizajn, Beograd, 2000.
- [5] Jovanović, P., Leksikon menadžmenta, FON, Beograd, 2003.
- [6] VIKIPEDIJA- Slobodna enciklopedija

SOME ASPECTS OF LANGUAGE IN MODERN BUSINESS COMMUNICATION ON THE INTERNET

Živković Milan

Faculty for Education of the Executives, University of Business Academy, Novi Sad, Serbia,
milan.zivkovic@fpp.edu.rs

***Summary:** The Internet communication and constant presence in the "online world" have become an inevitable need in a modern business setting. Nevertheless, business people should be aware of some particularities in terms of the Internet multilinguality and specific use of languages. Computer-mediated communication (CMC) does not include only a language issue, but also, cultural and technological patterns. Since majority of the Internet users today are not native speakers of English, the notion of machine translation is highly important for such communication. Web site, with its localization, has become significant communication medium in the present business world. This work presents and examines some occurrences in the Internet business communication, evaluates its purpose and displays the advantages and disadvantages of such communication. In that sense, this work could be useful reading for ordinary, as well as business people, in order to improve their communication skills in developing Internet business world.*

Key words: Language aspects and multilinguality, computer-mediated communication, machine translation, Web site localization

1. INTRODUCTION

All the business activities on the Internet include the use of language as the essential mean of every communication. Since the Internet virtual world is unique in many aspects, it implies the linguistic aspect as well, including its different features and newly arisen forms. In the following work, the notion of multilinguality and the computer-mediated communication (CMC) characteristics will be discussed as well as their advantages and faults. It will include some psychological views which are quite relevant for every computer-mediated communication.

In the beginning, the Internet was only American product and, naturally, the English language was dominant among its users. Nowadays, it is still the same, but majority of the Internet users are not native English speakers. In that sense, it is extremely important for business Internet users to deliver every service to customers in their native languages. It refers to better understanding in international business and, equally important, the manner of respect. It reveals the significance of machine translation development and it is strongly supported in all political, cultural and business surroundings.

In its development, the Internet has created some specific forms of communication. One of the most noticeable appearances is a Web site with its multimedia contents. The particular attention will be paid to Web site design depending on the local culture and tradition and including comparisons among them. Also, the notion of Web site localization has become very important issue for every multinational company in order to do its business activities around the world. Understanding of the local needs of their foreign clients and their specific cultural needs are one of the key elements in international business. Therefore, particular emphasis will be given to this matter.

Finally, the purpose of this work could be seen in the presentation of some characteristics of the modern communication tools such as the Internet and Web site. The specific mode of expression has been created, and, consequently, particular language. Being aware of its existence could contribute to the positive image of individuals or companies in the world of business.

2. THE INTERNET MULTILINGUALITY

The “Internet word” has developed into the complex form of multilingual appearance. Most software packages used on the Internet were in English, as well as most Web sites’ data. Since 2000, non-English speaking users has become dominant in the “syberworld” and various language, cultural and technological problems are necessary to be solved. From a monolingual Arpanet, today we have more than 1000 languages present on the Internet. Naturally, the English language, with its 300-400 million native speakers and 1.9 billion non-native speakers, has become a lingua franca of the Internet world. Nevertheless, in 1997, 80-85% of the Web sites were in English, but at the end of 2002 more than half of America’s 100 largest companies developed their multilingual Web sites. Since then, the process of “multilingualizing” has started. For instance, Siemens, which sells products in more than 190 countries, has more than three dozen Web sites in more than 40 languages. DaimlerChrysler sells in more than 200 countries, with 28 Web sites in more than 20 languages.¹ In 2005, the English-speaking Internet population dropped to 30.6% while non-native speakers increased to 69.4%. We could conclude that changes in the Internet world are constant and rapid. Besides English, the other most popular languages on the Internet are Chinese (13.0%), Japanese (8.5%), Spanish (6.3%), German (5.6%), French (4.0%), Korean (3.3%), Portuguese (3.2%), Italian (2.8%), and Russian (2.3%). The notion of multilinguality was early defined as the possibility to use different languages according to different countries’ needs. Another concise definition was provided by Kay (1998): “*Multilinguality is a characteristic of tasks that involve the use of more than one natural language*”.² In that sense, multilinguality has got the following issues:

- **Internationalization:** Enabling worldwide communication, no matter what the language.
- **Localization:** Adapting to local needs.
- **Multilingual digital library:** Containing documents in more than one language.
- **Multilingual document:** Containing text in more than one language.
- **Cross-language retrieval:** Retrieving any type of text composed or indexed in one language via a query formulated in another language.

(Picchi and Peters, 1997)

Some other dimensions of multilinguality were defined by Wikipedia, the Free Encyclopedia (<http://en.wikipedia.org/wiki/Wikipedia>) and it includes:

- **Multilingualization:** The practice of adapting a product for multiple languages (<http://en.wiktionary.org/wiki/multilingualization>).
- **Globalization:** The worldwide phenomenon of technological, economic, political, and cultural exchanges, brought about by modern communication, transportation, and legal infrastructure as well as the political choice to consciously open cross-border links in international trade and finance (<http://en.wikipedia.org/wiki/Globalization>).
- **Glocalization:** The creation or distribution of products or services intended for a global or trans-regional market, but customized to suit local laws or culture (<http://en.wikipedia.org/wiki/Glocalization>).
- **Machine translation:** A sub-field of computational linguistics that investigates the use of computer software to translate text or speech between natural languages (http://en.wikipedia.org/wiki/Machine_Translation).
- **Search engine optimization:** A set of methods aimed at improving the ranking of a Web site in search engine listings (http://en.wikipedia.org/wiki/Search_Engine_Optimization).
- **Internationalized domain name (IDN):** An Internet domain name that (potentially) contains non-ASCII characters. Such domain names could contain letters with diacritics, as required by many European languages, or characters from non-Latin scripts such as Arabic or Chinese (http://en.wikipedia.org/wiki/Internationalized_Domain_Name).
- **Language technology:** Is often called human language technology (HLT) and consists of computational linguistics (or CL) and speech technology as its core, but includes also many application-oriented aspects of them (http://en.wikipedia.org/wiki/Language_Technology).³

¹ See: Kirk St. Amant ed.: *Linguistic and Cultural Online Communication Issues in the Global Age*; published by Information Science Reference, Hershey, USA; 2007: page 2.

² Ibid: page 3.

³ See: <http://en.wikipedia.org/wiki/Wikipedia>

In addition, the Internet multilinguality deals with some tasks which could be defined as language, cultural and technological issues. *The language task* refers to different barriers in online communication and, especially in the field of business and global electronic commerce. The Web sites that are only in English represent the natural barriers for speakers of the other languages. Also, multilingual search on the Web could be one of the language problems. Bilingual or multilingual Internet users often found it difficult to choose the appropriate language for their search. Some users enter queries in their native language and prefer to retrieve documents in a foreign language, while others prefer the opposite.

The cultural issue refers to misinterpretation in online communication. Something may be acceptable in one culture, but could be inappropriate in another. Therefore, on a multilingual Web site, the use of symbols, icons, images, colours, values, rituals, idioms, metaphors, salutations, geography and time zones need to be appropriately chosen according to cultural contexts, thus avoiding being misunderstood or offensive. For instance, CNN uses cultural icons such as national flags to attract people from different countries to visit its Web site.

Technological difficulty refers to so-called character sets - there is no ASCII analogue for the non-Latin characters used by the Chinese, Japanese, Korean, Arabic, Hebrew and other non-English languages. It is quite obvious that these users have serious difficulties in searching information, browsing, navigation etc.

The problems mentioned above could be partially solved with multilingual *Web sites*, *domain names* and *search engines*. A multilingual *Web site* provides the same information in different languages. A typical multilingual Web site should contain a mixture of global contents and local contents. It is especially important for attracting customers whose needs should be satisfied on both levels. What is more, a properly designed multilingual Web site has the potential for increase in sales. If an e-commerce Web site is translated into a few of the major world languages (i.e., Spanish, French, German, and Italian), there is potentially a 400% increase in sales. Multilingual *domain names*, also known as internationalized domain names (IDNs), are Web addresses in non-ASCII character-based languages, such as Chinese, Korean, Japanese, Arabic and Russian. With the availability in more than 350 languages, IDNs would enable Internet users around the world to overcome language barriers in using non-ASCII characters from the desired language in Web addresses. *Search engines* have very important role in searching multilingual data. Thus, many engines, such as Google or AlltheWeb, offer multilingual search options for their users. These search engines have numerous functions: search materials in different languages, retrieve documents in defined language only, choose interface in desirable language, work correctly with multicoding languages, translate query, translate search results and translate document itself.⁴

3. COMPUTER-MEDIATED COMMUNICATION (CMC)

Even though almost everybody could apprehend the advantages and useful characteristics of computer-mediated communication, it is important to see both sides of this appearance as well as some psychological aspects of this communication.

As usual, both sides are partially right in their arguments. Those against CMC emphasize the way the reduced cues of the environment make it ill-suited for building trust, close friendships, and complex relationships. At the same time, arguments for CMC celebrate the liberation from cues associated with "offline persons", status, and gender. Also, some people think that time online is time taken from real relationships, while the other highlight the benefits of online relationships and communities. However, both sides rely on one common thing, so called "reduced cues" of the environment. It includes the communication reduced to text-only exchanges without voice, facial expression, body position and personal appearance. Online communication hampers the ability to convey messages unambiguously and to verify meaning through other communication cues. On the negative side, this can lead to a lack of trust in the exchange and in the relationship with the other person. Face-to-face communication is direct and takes less time than online communication. CMC is not suitable for starting a new firm friendships because it may cause the lack of understanding. On the other hand, some communicators take advantage of the lack of cues, and the lack of exposure of themselves in online communications. This may increase personal participation in communication because they may be judged online only by their textual messages. It also provides a barriers between the self online and the self offline. These arguments reveal old dichotomy which is very characteristic for such discussions. These opposite standings may be presented as it follows:

⁴ See: Kirk St. Amant ed.: *Linguistic and Cultural Online Communication Issues in the Global Age*; published by Information Science Reference, Hershey, USA; 2007: page 8.

ARGUMENTS AGAINST CMC	ARGUMENTS FOR CMC
Lean communication	Rich communication
Text-based, reduced cues, impoverished communication environment	Emoticons and acronyms
Ill-suited to emotional, expressive, complex communication	Group-defined genres and rules of conduct
Takes longer to build relationships	Interpersonal self-disclosure, emotional support; shared history; online communities
Antisocial flaming; irresponsible individual actions	Connects disparate others: brings in peripheral players, spanning time and space
Decreased social involvement; abandonment of local relationships	Maintains connections even when distributed

This table was taken from: Jayne Gackenbach ed.: Psychology and the Internet; Academic Press, Canada; 2007: page 169.

When the business area is concerned, the same dichotomy is present. Nevertheless, CMC may be fairly useful in discussions on various topics as well as experience exchange in different business branches. It could improve businessman's or manager's knowledge in order to make his or her decisions easier. However, serious negotiations with strange business partners are not recommendable using only computer-mediated communication.

4. MACHINE TRANSLATION

The necessity of highly developed system of machine translation in online communication is apparent from the previously mentioned contents. In the beginning, the Internet was an American product, but now, two-thirds to three-fourths of Internet users are not native speakers of English. In the business sense, it means the following: imagine how many more non-native English speaking users would buy from American e-commerce sites or even purchase American-manufactured products if they had access to translations of these e-commerce pages and technical documents in their native languages. The benefit of machine translation is huge. What is more, 50% of Web users in Europe, 75% of users in Latin America, and 80% of users in Japan prefer to read Web sites in their native language over English. Even if these users are competent to read and understand the contents in English, they are not willing to spend much time on the "English" sites. This information is especially important in the field of e-commerce and it directly refers to profitability and market increase. Also, other international organizations could significantly benefit from translations of their sites, for instance, they may attract more members and make their policy seen all over the world.

Still, the major problem in translation and update of these sites is in cost. The answer for constant update and translations of new materials is in development of machine translation which is not completely reliable today. International companies have a lot of technical, promotional and other material for their Web sites and it is almost impossible for human translators to keep up with the workload, and, if it is the case, the work would be extremely expensive. Some price-lists are the following: "*estimates for translation run between 30 and 60 cents or more per word, making the cost of translating a large corporate Web site run easily into the thousands for just one language (Horton, 1993). Many companies are turned off by such high estimates, yet they may not be aware of any other alternatives to using a human translator*".⁵ There are various strategies for managing translations of Web sites. The following two examples may locate the problem: the company Avon Products has built and maintained a separate Web site for each of its 44 markets; at first, this was a good idea but, in practise, Avon found that keeping all of the sites coordinated with similar information was an impossible task. Some sites, such as the Venezuelan Avon site, updated frequently and employed professional layout and design; others were five years behind the USA site in terms of contents and quality. Another example is the Caterpillar Company. It has developed "Caterpillar Technical English" (or CTE), which uses a long list of hundreds of stock words and phrases that are approved for use in order to simplify translation. Each of these stock words or phrases gets an approved translation from a human editor, and once that has been accomplished, these translated phrases are stored in the translation memory (TM) to be used again and again in a machine translation program. This method has been recognized throughout the industry

⁵ Kirk St. Amant ed.: *Linguistic and Cultural Online Communication Issues in the Global Age*; published by Information Science Reference, Hershey, USA; 2007: page 36.

as a very good one. However, machine translation systems are still far from perfect. The problem with machine translation is that it is an “AI (artificial intelligence) complete” problem, meaning that in order to have a perfectly functioning machine translation system, the system must be able to “read” and process information similarly to how a human reads and processes information. Programmers introduced two methods in order to solve the problems. The first one is called “parsing”, or using the thousands of syntactic and linguistic rules and program them into the system. The major problem seemed to be the context. The second method is the “statistical” one, or to feed in thousands of pages of text in two different languages that had been translated by a human translator. Using these millions of sample translated sentences, the machine then statistically determined the probable word order and context of the sentence, and selected the most probable translation. Today, most machine translation systems use the combination of these two methods in order to reach the most accurate translation possible. This turned out to be satisfactory solution. The question of machine translation could not be perfectly solved without the development of artificial intelligence and its comprehension of the context.

5. WEB SITE LOCALIZATION

Nowadays, Web site is particularly important medium of multinational companies in communication with clients and stakeholders all around the world. E-commerce, as a process, is in constant expansion. Web sites have a crucial role in its further development. Therefore, multinational companies tend to localize themselves successfully in their target markets. It involves the process of the Web site localization as well.

The localization model indicates that effective Web sites must adopt the specific cultural characteristics for the local market beyond the simple contents and the product/service localization. Recent estimates by Internet World Stats (2008) show that only 30 percent of all the Internet users are now English speaking (427 million). The rests 70 percent of non-English speaking online consumers are composed of Chinese (233 million, 16.6%), Spanish (122 million, 8.7%), Japanese (94 million, 6.7%), French (67 million, 4.8%), German (64 million, 4.5%), Arabic (60 million, 4.2%), Portuguese (58 million, 4.1%), and Korean (35 million, 2.5%).⁶ Linguistic and cultural values are very different among these nationalities especially between the east and west. Therefore, every western international company should localize the contents of its Web site according to Asian cultural expectation. These consumers’ expectations are very complex and require additional costs and imagination in order to gain the fast growing population of clients. The constant dilemma is whether to localize or to globalize (standardize) your own Web site. There is an argument that the use of a standardized Web site and communication strategy is necessary due to the global integration and the emergence of transnational Web style that reduces the cost (Sackmary and Scalia, 1999). At the same time, consumers prefer Web sites that are localized to their linguistic, cultural and other specific local expectations. The new linguistic term, called glocalization, explains in the clearest way the problem: “Glocalization is a process of adopting specific elements from other cultures without losing the original identity, and blending the ideas, brands, and practices from different cultures in such a balanced way that one is not overwhelmed by the other.”⁷ Some of the interesting examples of glocalization are the following: McDonald’s in China have changed the menu to serve rice to local Chinese customers, and McDonald’s in France have replaced the familiar Ronald McDonald mascot with Asterix the Gaul, a popular French cartoon character. As could be seen, this process involves, besides the necessary knowledge of the local manners and habits, a great amount of imagination and creativity.

Web localization, as a process, includes the following actions: content localization – translation, equivalency, navigation, support; product/service localization – appropriate colours and graphics, Web page structure, product and service unique to the characteristics of the target market; cultural localization – the content adaptation according to the local culture. This is not an easy task at all. Some examples of good and bad Web site localizations will be presented. The international (such as Turkish) Web sites of McDonald’s, Coca-Cola, Peugeot, and Volvo are very good examples of the reflection of full localization on the Web. Local Turkish cultural characteristics can easily be seen from the very home page to other pages. Cultural characteristics such as family theme, symbols and pictures of national identity, links to local Web sites, tradition theme, local stores, and local terminology are successfully displayed with local colours, figures, and symbols throughout their Web sites. The language, perhaps the most important feature in Web site localization, of these Web sites are all Turkish; it is expected that the language is normally Turkish and nothing is special

⁶ See: Mahmud Akhter Shareef, et al: *Proliferation of the Internet Economy*; published by Information Science Reference, Hershey, USA; 2009; page 270.

⁷ Kirk St. Amant ed.: *Linguistic and Cultural Online Communication Issues in the Global Age*; published by Information Science Reference, Hershey, USA; 2007; page 8.

about it. On the other side, the Ecolab's domestic (the USA) Web site is a good site according to the localization model. However, its international (Turkish) Web site is very poorly designed and do not reflect localization at all. The Ecolab's and Unisys' Turkish local Web pages ignore even one of the most important localization features: local language. One may conclude that Web site localization, as a part of glocalization, is necessary in modern business world. Also, every multinational company should take particular care to the question of localization and its two main parts: local language and culture.

6. CONCLUSION

The trend in the future, that is now quite certain, will prove the thorough domination of the Internet and new technologies in every walk of human life. It will particularly affect the field of international business, management and marketing. Therefore, new Internet technologies and communication issues should be approached very seriously by ordinary and business people today.

Information search and online communication are the preconditions of every serious action in the field of business. However, this demands preparation and knowledge of the Internet language characteristics, the notion of multilinguality, existence and development of machine translation as well as some features of Web sites' design and localization activities.

The online population becomes bigger every year and it is estimated that every year in the next ten years there will be more than 100 million new non-English speaking users on the Internet. With such a growing Internet population the issues of communication and multilinguality will be essential for every online activity. Professor of linguistics David Crystal has pointed out: *"The future looks good for Web multilingualism."* What is more, the relationship among language, technology and culture becomes so strong that will be impossible in the future to separate them.

Finally, this work is only a small part of the huge Internet communication area that should be thoroughly researched. The main goal of this work was to emphasize these characteristics of language and communication on the Internet as something inevitable for everyday and business activities in the future.

REFERENCES

- [1] Winston, B., Media Technology and Society; Routledge, London, UK; 1998. ISBN 0-203-02437-0 Master e-book ISBN
- [2] Shareef, Mahmud Akhter et al, Proliferation of the Internet Economy; published by Information Science Reference, Hershey, USA; 2009. ISBN 978-1-60566-413-2 (ebook)
- [3] Amant, Kirk St. ed., Linguistic and Cultural Online Communication Issues in the Global Age; published by Information Science Reference, Hershey, USA; 2007. ISBN 978-1-59904-215-2 (ebook)
- [4] Gackenbach, J. ed., Psychology and the Internet; Academic Press, Canada; 2007.
- [5] Mattock, J. ed., Cross-Cultural Communication; Kogan Page, revised second edition, London, UK; 2007. ISBN 0-7494-3922.
- [6] Guirdham, M., Communicating across Cultures at Work; Palgrave Macmillan, New York, USA, 2005. ISBN-13: 978-1-4039-1349-4; ISBN-10: 1-4039-1349-8
- [7] Funabashi, M. and Grzech, A. eds., Challenges of Expanding Internet: e-commerce, e-bussiness and e-government; Springer Science and Business Media Inc., New York, USA, 2005. ISSN: 1571-5736 / 1861-2288 (Internet), ISBN-10: 0-387-28753-1
- [8] Gillis, T.L. ed., The IABC Handbook of Organizational Communication; Jossey-Bass, San Francisco, USA, 2006. ISBN-13: 978-0-7879-8080-1; ISBN-10: 0-7879-8080-3
- [9] Davies, A., Elder, C. eds., The Handbook of Applied Linguistics; Blackwell Publishing Ltd, UK, 2004. ISBN 0-631-22899-3
- [10] Birner, J., Garrouste, P. eds., Markets, Information and Communication; Routledge, London, UK, 2004. ISBN 0-203-18041-0 Master e-book ISBN
- [11] Gannon, M.J., Newman, K.L. eds., Handbook of Cross-Cultural Management; Blackwell Publishing Ltd, UK, 2002. ISBN 0-631-21430-5
- [12] Carte, P., Fox, C., Bridging the Culture Gap, Kogan Page Limited, second edition, London, UK; Philadelphia, USA, 2008. ISBN 978 0 74945274 2

**Conference Announcement
(Najava konferencije)**

**2nd International Conference
LAW, ECCONOMY AND MANAGEMENT
IN MODERN AMBIENCE**

LEMiMA 2011

**which will be held
(koja će se održati)**

September 2011.

