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LEMIMA 2013

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ALFA University, Belgrade, Serbia
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P R E F A C E

The Third International Conference entitled: Law, Economy and Management – LEMIMA 2013 in Belgrade, Serbia, takes place under extremely complex domestic and international conditions that have not been experienced in the recent history. The main reason or one of the main reasons for mentioned conditions is the state as the legal institution that has created numerous problems, that is, the state was not able to remove causes of all those problems that currently loom over the whole world. On the other hand, classical economy has lost its basis in reality and it has become an non-homey, speculative and consumer-oriented economy, and, having said this, classical economy has become unsustainable and disastrous for survival, growth and development of both national economies and global economy. And, the third lever important for us both today and in the future is management as science and management as profession that applies outdated concepts from the past in an effort to eliminate problems, without understanding that it is precisely because of implementation of inadequate concepts, i.e. outdated concepts, that we face the problems today.

This conference deals precisely with mentioned issues and instruments. The organizers of the conference believe that institutions and phenomena mentioned do indeed have adequate replies to new challenges that appear in modern world, as was proven in many, many times in the past. The main task here is to ask questions because replies usually can be found in questions that are well-formulated, but replies can also be found in a strong belief that there are no final answers to all the questions posed by the modern world, nor can there ever exist such replies.

It seems that science actually has no choice at all; it seems that it is inevitable to abandon the classical Cartesian approach towards explanation of both natural and social order, approach that is based on mechanistic-deterministic presentation and explanation of natural and social trends and problems. This approach has been proved to be a limiting factor in being more successful in scientific discoveries. All this even more so due to the fact that physics has introduced scholastic approach into its own research, and this means that there is no more determinism in science and there is no more exclusivity in deduction and formulation of scientific rules.

It is obvious that the only reply to ever more complex and uncertain problems in the modern world can be put forward by no one but science as a new productive work force. All this did happen in the past, but it will also be valid in modern times, and especially in the future. Therefore, any scientific conference, including this conference, deserves very special attention. This conference could not have been organized without support and participation by scientists from many countries from Europe, Asia, Africa, Australia, but also without the Ministry of Education and Ministry of Technological Development of the Republic of Serbia that have both supported this conference as well as similar gatherings in our country and abroad We are fully convinced that energy and effort put forward by scientists, including costs to be born by individuals themselves or by organizations or by governments shall not be in vain, but that they shall create new energy, or better to say new knowledge in order to stop negative trends and to create transformational progress.

The organizers thank you all for recognizing the necessity that science should be integrated and that it should make an effort to give answers to certain global as well as national problems. It has turned out that everything there is on global scale is actually a result of science; therefore, according to this, all the problems that appear can be solved by science only, by implementing qualitatively new technologies, and, before anything else, by those technologies that are based on the philosophy of a whole, i.e. on the holistic systemic concept.

The Organizers wish to all the participants a pleasant stay and fruitful work in Belgrade, Serbia. In this context we should herewith remember the famous quotations by Adolph Monod: “Between the great things we cannot do and the small things we will not do, the danger is that we shall do nothing.”

April 18 – 20, 2013 CHAIRMAN OF SCIENTIFIC COMMITTEE

Belgrade, Serbia *Prof. dr Života Radosavljević*

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Contents – Vol. 1.

PAPERS

THE STRATEGY AND STRATEGIC MANAGEMENT PROBLEMS IN MODERN BUSINESS

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Abstract: *Every strategy, apropos strategic management operates in a particular time and at a particular place. Changes in time or place impose the need for the change of strategy, as a response to those changes. The practice shows that these changes often occur and even more, but that the strategies, apropos strategies are not being changed. According to this, strategic management applies concepts form the past on the new problems and changes, without realizing that the problems occurred because of the inadequate application of certain concepts. Therefore, with the change of the inner and outer business conditions, it is necessary to respond with the new actions, apropos strategies.*
In this paper some of the questions will be pointed out, that can be useful for the improvement of the theory, apropos the strategic management science, noting that there are no right answers, nor there can be any. What is significant here is to make a question, because a part of the answer is in a right question, which demands a wider argumentation and explanation.

Key words: *strategy, strategic management, modern business.*

1. INTRODUCTION

Strategy and strategic management are the backbone of modern management theory and practice. These phenomena occurred in the second half of the last century, although the setting and principles of this science are based on the knowledge of military theorists and military leaders. However, the contemporary strategy and strategic management have their theoretical basis in the concepts and settings of one of the leading theorists of strategy M. Porter. His concepts and approaches were valid for some time and have proved to be successful. However, in modern conditions it is necessary to provide new insights and approaches that suit modern business environment at both the state level and in the level of companies and businesses in general. It turns out that the practice denied numerous solutions from the past and that strategy and strategic management must be placed on a different basis conceptually,

which is natural, because the organizational, technological and other changes in the environment and inside the organization, will inevitably lead to changes in management.
Although it's been decades since the beginning of strategy and strategic management as a science, it is shown that there are many controversies regarding determination, content, relation to higher hierarchical systems and the environment in which it operates, to the relationship between the individual elements of the strategy as a whole, their characteristics and specificity. Here, as in other areas it is shown that what is wrongly set and defined has negative implications. In other words, the scientific claim that what is well-defined can be can be objectively known, applies to strategy and strategic management, as it is the study is the first condition of getting to know it, while the meeting is the prerequisite for successful management. The problem is a complex one and the undisputed fact that in modern conditions there is a gap between the theoretical assumptions and practical action. It should be emphasized that in the modern business there is a high presence of classical management, and also of mechanistic approach, which explained social phenomena from the perspective of the clock mechanism, and that means from the standpoint of determinism, apropos that the problem is to find a universal strategy, which will be applied to all organizations and situations.
It is clear that outdated concepts can not be used neither to solve the modern ones nor the future problems. Therefore the following text will point out several issues that put in question strategy and strategic management in modern business.

2. IN FORMULATING A STRATEGY IS NECESSARY TO INTRODUCE MORE BIOLOGIST-MEDICAL APPROACH

More profound studies of strategy and strategic management show and prove that the concepts of classical management theorists are mainly used. According to them, the classic strategist sees business as an ongoing conflict between organizations and competitors, and departments or individuals within the organization. Its primary mission is to create a large number of individuals who will be in command, and treats the customers as the territories to be conquered and held as long as possible. There are a number of studies that recommend certain elements of military strategy as a model to achieve the defined objectives. For example D. Cawood writes about military strategy in the business, where he states the principles that can be used in the conduct of market struggles.[1] According to them, the classic combat is replaced by the fight for markets and customers. It turns out that in modern conditions, market competition often leaves great destruction because the decline of a deal, usually reflects other organizations in chain, which leads to major problems in the disappearance of the company. From the above it can be concluded that the presence of too great a mechanistic approach in management and organization today is an obstacle to further improvement of strategic management.
Bearing in mind the previous statements, the strategic management should include more biologist and medical aspects of the formulation and implementation of strategy. This concept allows that a modern strategic management sees business as a symbiosis of all the actors that

1. Millson, and D. Wilemon, *The strategy of managing innovation and tehnology*, Prentice Hall, NJ, pp.657

directly or indirectly affect the business. Instead of rivalry and competition, it is a partnership and integration in order to achieve the common goal. Strategic management in contemporary conditions creates teams that can be relatively easily adapted to the market situation and new demands and challenges that appear on perspective markets. Of course, partnership is now more necessary than ever, and it involves an ethical and responsible attitude to customers, suppliers, competition and employees.

More complete research and analysis show that metaphor, or the analogy of functioning of a man, as the only conscious being, can be also applied to strategy and strategic management. As we talk about the anatomy and physiology of a man, apropos central nervous system and the operating parts, also in business there is a relationship between strategy and policy and strategy and operational art and tactics. All of this is in the relation of interdependence, ie. in the cause-and-effect connection and relationship. At the same time, in the cosmos, there is nothing which can be its own objective, and everything comes from something and serves something. In other words, as one can not exist without the head, apropos neocortex, the strategy can not exist without the policy, as a higher stratum from which strategy is derived.

Previous statement is important because it shows that state and corporate organizations often formulate a strategy, although it is evident that they have no policy that defines the objectives, or the policy is unclear, and as a result there are "wanderings" from one extreme to another. In the absence of policy, a strategy is required to formulate goals, which is absurd, because the policy should answer the question of what, and strategies on how to realize the set goals. However, here too we must bear in mind iteration, because each policy must take into account whether and to what extent the goals that it proclaims can be achieved. If that does not happen, we will have a set of wishful thinking, but they will remain a dead letter on the paper. The worst situation is when a country or a company does not have a strategy. Regarding the above, V. Gligorov, of the Vienna Institute for Economics says: Serbia does not lack awareness of the existing problems. However, it lacks a program and more strategies. It would be good if the government program had very concrete measures to accelerate growth, changes in economic structure and increase of employment. Starting from these objectives, a strategy of structural reforms, and a substantial increase in the private sector at the expense of the state and the adjustment program should be proposed which would decrease the tax burden, and a substantial increase in the investments should be allowed.[2]

Accordingly, the above analogy and metaphor can be applied to strategic management, which is the "brain" in every company. In other words, strategic management, thanks to the knowledge and skills, through a strategy conceives how something needs to be done to reach the goal, and the executive organs in the depth and breadth of organizations perform what the brain of an organization created and turn it into a strategic decision. Executives, apropos the middle and lower management have narrow possibilities to act independently, but must remain within the framework of strategic decisions, and if other action is necessary, it must be re-designed, through a new corrective decision to change the mode of operation. Applying this approach a more organic and natural managing is introduced and mechanistic presence in business and other organizations is reduced, which enables better understanding and use of analogy and metaphor of a man as the most perfect self-organization.

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[2] V.Gligorov, An interview of the magazine *Press of the Week, 9th September* 2012, p. 7

3. THE UNIQUENESS OF STRATEGY FORMULATION AND EXECUTION

Analogous to the above statements, it must be borne in mind that the strategic process is unique, as is the case with the man as a sentient being, or as is the case in the decision making in humans. In fact, every conscious human activity has tentatively two parts, namely: the formulation of the decision in the brain and throughout the body carrying out the same or the operating body parts. So, the first man devises what he will do, and then realizes his imaginary construction. In other words, the hand does not choose what it will do, but the brain does. Orders are one way directed and go from the brain to the operating body parts and information on the implementation goes in the opposite direction. Based on these orders and feedback, the brain creates an image of success in realizing the given order or decision. If the brain decides that the decision is not good, and that the order is not entirely successful, it will repeat the actions certain caution and it will insist on realizing it through control mechanisms.

Medical experts may not agree with this simplifying of the operating functions of the brain and body parts. However, for the organizational systems and experts in the strategy, this is most likely the correct analogy and metaphor. The strategy is, in other words, the creation of alternatives and choices, and the performance of the activity is carried out through work or activities and tasks.

When making management decisions by the brain and in their implementation there is no limit, which would define the process of making and carrying out decisions, but the two are considered the same process, which is not separated by medicine, but it observes it from the perspective of the whole. One is also not aware of this division, because there are no lines and borders, nor can any of them be established. Often we are aware of some decision, when we have acted on it. For example, if you put your finger on the hot burner, the fingers will send a message through an inpulse to the brain, that there was a threat to the body and brain will rapidly in the feedback order that the finger must be put away from it. Thus, the brain makes a decision that is transported to the finger with an order for the finger to be put away, and hand should realize it. If the brain decides that finger should not be removed from a hot burner and the hand will do so.

Analogous to the above, it would be of great benefit if in the strategic process there would be no boundaries between adoption and implementation of the strategy, but this to be viewed as a single process. It turns out that the distinction and boundaries between the formulation and performance of strategy makes a lot of damage. Extreme of these baselines goes so far, that the strategic management often decides that a strategy consultant should formulate the strategy, and that it should be implemented by the lower levels of the organization. It should be noted that the strategy formulated by the consultants and submitted to top management for the implementation, is not really an instrument that shows how to do something, but they are suggestions from someone else which are not reliable, especially since the one who formulated the strategy should implement it, and that is, how it happens in the human brain. One of the reasons of unsuccessful strategies is their implementation, or the thing that they are not well performed, and they are not well implemented, because each process in which man is involved, must be regulated by editable decisions, in accordance with the circumstances in which the activity occurs.

Strategy formulation and its implementation therefore represent two sides of the same coin, and the success of the strategy is based on unique activities. Therefore, it is incorrect to separate the formulation and implementation of strategies, for each formulation must consider whether and to what extent it is possible to implement strategy. How much is the deformity present in the practice shows that in certain business and other system one team formulates and another prepares the procedures and implementation standards, which leads to many problems.[3]

4. GOOD AND BAD STRATEGIES

In theory and practice, it is often spoken about the success of certain strategies, or strategies. The fact is that there is no universal and acceptable strategy for all companies and situations.It can be very successful in one company, and the other it can experience a crash, and vice versa. The reasons for that are that some strategists have a different mindset in formulating and implementing of strategies. Analysis show that the average and the best managers differ in how they think about work, how they treat employees and team work, etc. However, what particularly affects the success of the strategy is the organizational culture and behavior, in particular the extent to which employees are willing to accept change as a way of life and work. Average management considers changes to be threatening, complicated, something that has to be endured while a leader considers a change as an indispensable part of life and work. In the first case, by the average manager, the changes are introduced for the sake of change or because the competition does that. In a changing environment, a leader sees a change as an agent of success, apropos when employees accept the new idea and start to do things in new ways, and even better new things in new ways.

Having in mind the above mentioned, it must clear that a strategy is bad, if it gives bad results in the long term. Therefore, the evaluation of strategy should be carried out over a longer period, and a quality strategy should smooth the effects in short and long term. In practice, it is often said that the strategy was good, but the implementation was lacking. Here, as in other areas, it is what has produced the proper effect that is good, and vice versa. In other words, only the great strategy is one that provides good or expected results.

For the poor results strategic management is often blamed. It is pointed out that the strategy was good, but that strategic management did not understood it well and did not adequately implement it. This is an additional argument to prove the necessity of the strategic process to be seen as unique and as a whole, but also that the strategy should be formulated and implemented by strategic management. It turns out that it is difficult, if not impossible for the management which did not formulate a strategy, to implement the same. Therefore, in some companies, the change in strategic management often leads to a change of strategy, which is natural, as each team has its own strategic vision and the the concept of objectives, and therefore the ways of achieving objectivs should be adapted.

Finally, it must be borne in mind that the methods and concepts that have been successful in the past decades now no longer meet the high demands placed before modern organizations. The criterions of efficiency are changed, because profit, growth and development are

[3] M. E. Porter, *What is Strategy*, HBR, 2000., p. 21

not longer the only criteria by which corporate performance is evaluated. American author John Naisbitt points out that the companies are not evaluated by the size and amount of their profit, but by the quality of services provided to customers and the quality of life that is ensured for the employees.[4]

5. THE HIERARCHY OF SOME PARTS OF THE SYTRATEGY

Strategy as a man has its own anatomy, it is preceeded by the policy, that is its source and which it implements. Therefore, the policy and strategy should be seen as the ratio between the whole and the parts, and systems and subsystems. In this context the policy is the system from which strategy is created. Policy defines the objectives, and strategy is to implement them. Each policy must respect the abilities and capabilities of strategy and strategic management to implement it.

The strategy is being implemented in all parts of the hierarchical levels of the organization through operational art and tactics. Practice shows that these terms are often incorrectly identified, causing additional problems in establishing a hierarchy of individual elements of the management process.

It is wrong to design a hierarchy of management so that on the high-level is a strategy, apropos strategic management, under which there is a tactic and tactical management and at the end the operational art and operational management as the lowest level of management. In most of the books and materials that address the strategic management the mentioned hierarchy is presented in this manner.[5]

It is right that strategy comes from operational art apropos middle management should come from strategic management, which should develop a strategy. This is logical, because in the military strategy, which is the basis of all other strategies, this hierarchy is established. It is on the other hand logical, because the operational art (Latin Operatio) is the theory and skill of military operations. Of course this is not the operation, as the simplest of activity and action, but as the highest wartime activity that covers a large territory, huge material and human resources and the engagement of the war potential in material means, personnel, financial and information resources.

The conduction or management of the operation is entrusted to high-ranking military leaders, who must act within the formulated strategy. An operational army is involved in the military operation, and that is all units and branches of the military are involved in the performance of military operations. Accordingly, managers of operational assembly, such as divisions and corpora, are usually recruited for strategic level - for the management and command of the army as several corpora, or divisions, or the combined assemblies, such as the command of multiple corpora or division or other units.

Tactics and tactical management result from the operational art. The word is of Greek origin, tactics, and comes from the word tactics. It is a branch of the art of war that deals with concrete tactical tasks in a specified area and at specified time. It involves a specific opponent,

[4] John Naisbitt, *The luckiest 500 companies*, Fortuna, January 1999

[5] One of the improper displays of the hierarchy of strategy, tactics and operational art is given in: Courtland Bovee and others, Management, McGraw-Hill, Inc.., 1993 p.20

concrete ground and the concrete conditions of the tasks performance. The lowest managers deal with tactics apropos commanders such as sergeants, group leaders, departments, and etc. Sun Tzu gave the principles that can be used in tactics. They can be reduced to one basic principle, which is the manipulation of the enemy in order to create an opportunity for an easy victory, and then use the greatest possible force at the appropriate time. The two most important tactical principles of warfare, which can be analogously applied in the field of business, are: "The winner will be the one who knows when you should fight and when not to," Go and where you are not expected, and attack when they are unprepared."[6]

Previous findings have not only theoretical, but also scientific and practical significance. In other words, the operational management consists of middle managers and first-level (first line managers). They formulate medium-term objectives, based on the defined strategic goals and are focused on achieving results within their functional area of work, or so-called area of responsibility. Tactical management is the lowest level of management, which deals with specific tasks in a given area at a given time. In the above it should be considered that the top principles, apropos the principles of strategy and tactics are often the opposite, because you can lose the battle and be victorious in the war. In other words, the business may lose a client, but it is important not to lose the market, or its major part.

6. THERE IS NO WIDER OR NARROWER STRATEGY, THERE IS NO MAIN AND SIDE STRATEGY

Misunderstanding in the previous definition of business hierarchy of management theory was attempted to be solved by introducing new formulation, which is narrower or wider strategy, or medium strategy, or strategies at the level of line management. Thus, there is a strategy at the highest level of the state, or even a company, and it is about national or corporate strategy. Both strategies answer the question of how to implement a policy that was formulated by the authorities or executive bodies. At the organization level strategy is brought by the top and strategic management, taking into account national strategy and its orientation. All other decisions made by the company are not strategic, they stem from strategic decisions. Therefore, a new paradigm is established, based on that on the level of a country or company can not be more than one strategy, but only one, stemming from the unique operational and functional decisions. This is for the simple reason that the strategy is always related to the whole and the whole can not be bigeer or smaller, but still the whole is always more than the sum of its parts. Unless the specified is established, each subsystem or part (industry or a company), or part of the company would have its own strategy with the priorities set in which each would seek to maximize its effects, but these would not lead to the realization of the effects of the whole. Therefore, the strategic management is in the situation on a daily basis to sacrifice the interests of the individual components in order to achieve greater effects at the level of the whole system, which coincides with the statement of Aristotle, "Part is important, but the whole is much more important and that is for the sake of the whole, that often interests of the parts must be sacrificed.[7]

6 Sun Tzu, *The Complete art of War*, Ralph Sawyer, 1996, pp. 50-52

7 V. Vučenović i drugi, Menadžment-tehnologija i filozofija, ŽELNID, Beograd, 1999. p. 193

Accordingly, at the state level there is only one, and it is the national strategy. Practice shows that some countries have several dozen strategies that are very similar and do not appreciate diversity, because of which it is formulated. For example, there is an industrial, agricultural, tourism strategy, the strategy of the service sector, the strategy of small and medium-sized enterprises, etc. With the establishment of a number of strategies, priorities are lost, because one and unique strategy must respect the interests of the whole and according to this principle, it often sacrifices the interests of the parts, in order to achieve better results at the level of the whole.

If there is a consensus that the strategy is related to the whole and that at the system level, there can not be a number of strategies, it is clear that at the other strata of the organization there is no strategy, but operational art devising a strategy in some hierarchical and functional parts, but in the range of strategic settings. In short, operational art results from the strategy and middle management deals with it, while at the lowest level of the hierarchical pyramid is tactics, as the art of strategy implementation and of operational art. In H. Mintzberg's statement: "The position where the company is located, and as an action plan for achieving the goals. Tactics is a set of activities with which we achieve strategic objectives. It really is an instrument by which strategic goals are achieved. After the formation of tactics, it is possible to determine all the activities that need to be done to implement the strategy."[8]

7. CAN WE DO WITHOUT MANAGEMENT AND STRATEGY?

There is an old saying: "Who is not here we can do without him." The practical action shows that management as a modality of leading is necessary and these companies with strategic management, apropos with a formulated strategy achieve better business results. Known scientific claim that even where there are two people there is a need for one of them to direct mutual work towards a certain goal, and it is valid for a strategy, and strategic management.[9]

But lately, the place and role of strategy is largely undermined by the practice of Japanese companies that were in poor business performance and that eliminated the management and "the workers took matters into their own hands." In many of these companies, they have recorded positive results and have managed to survive in the turbulent and increasingly challenging market. This was the first sign that questioned the necessity of management, especially in case of poor quality and unprofessional management that often is not competent, but wants action. It turns out that here, as in other areas of life: "Ignorance is the most dangerous thing in action."

On the other hand, some studies have shown that labor productivity was higher in some companies where management was gone for a long time, apropos when it was on vacation, a business trip, sick leave, etc. Also the interpersonal relations and the willingness of individuals and groups to make more sacrifices in the interests of the company were higher when managers, especially of lower rank were absent. Number of incidents and accidents in the workplace was smaller, and also the number of conflicts between individuals and managers.

[8] H. Mintzberg, *Power and Organization Life Cycles*, Academy of Management Review, No. 9, 1984, p.2.

[9] Ž. Radosavljević, *Menadžment u modernom biznisu*, FORKUP, Business Academy, Novi Sad, 2006, pp. 49-50

The Japanese companies have recently shown that they have a very small number of corporate strategies, or if there is any, it is not given much attention. Japanese companies have many times been leaders in organizational innovations through which they achieved a revolution in operational efficiency in the period of the seventies and eighties. These are the techniques of "just in time", TQM, etc. They, in many cases, were the first to apply opposite methods and techniques to increase corporate efficiency compared to companies from other developed countries. Is there a new revolution appearing in which Porter's strategy will be buried.

Thus, Japanese companies rarely develop a strategy in the way that Western European companies do. There is an exception to Sony, Canon, Sega which had their positioning strategy, but it can be said that they were the exception rather than the rule.

The reason for this attitude of Japanese companies, according to the strategy is the indisputable fact that most Japanese companies imitate each other. All competitors in one area offer more or less the same performance of the product or services of the same or similar marketing channels, infrastructure, etc. This is usually one of the main characteristics of Japanese society and Japanese culture in general. It turns out that they do not tend for the expression of diversity and individuality, but also try to keep the homogeneity of the groups, or branches and sectors in which the company operates. Thus, the increasing application of the strategy in Japan is limited also by cultural characteristics, as the consensus is a general rule, which means that every company and every individual have a tendency, or an attitude that does not emphasize its diversity, and when there is one, they tend to mitigate it and not to stress it.

In the above it should be noted that the strategy often involves difficult choices, none of which is certain, but probably the least problematic. The Japanese hold to a deep-rooted tradition of quality service and strive to meet customer preferences and even more to provide additional satisfaction that customers do not expect.[10]

If to the above is added the indisputable fact that Porter's strategy takes several decades without major changes, it can be concluded that only its endurance and lack of adaptation to technological, organizational, and other factors and forces calls into question its continued application of the concept which was given by the best strategy expert.

The above indicates that the strategy should be linked with the cultural peculiarities of the individual companies. Thus there is a strategy that does not mean the conditions for automatic success are created, that is there is a lack of a strategy that does not necessarily mean an automatic inefficiency of a company.

Of course, the strategy is often criticized to be able to slow down the process, because it often has strict guidelines for the course of action, especially when it comes to small companies. This does not mean that there is no planned performance, but also establishes an informal strategy or the strategy that exists in the minds of strategic management. Lack of strategy transparency may hinder competition to find out the strategic intent of the company, but on the other hand can be a problem if employees and other stakeholders are aware of the direction and mode of operation.[11]

From the above we can conclude that the strategy should be considered in the context of contemporary problems and challenges posed by modern business. Porter's concept of strategy

[10] More about the above in: M.E. Porter, *What is Strategy*, HBR, 2000, p 21

[11] More information about the place and role of strategy can be seen in: H. Macmillan and M. Tampoi, *Strategic Management*, Oxford, New York, 2000, pp.81-95

From the above we can conclude that the strategy should be considered in the context of contemporary problems and challenges posed by modern business. Porter's concept of strategy is still used mostly, though it is several decades old and not able to respond to an increasingly complex and turbulent business conditions. The scientific elite is largely responsible for this state of affairs that it rather accepted the concept of traditional management theorists, than focused on the search for new concepts and approaches. Therefore, any question about the individual settings deserves attention, because the questions are often a condition to provide adequate answers to them.

8. SUMMARY

The concept of strategy is more complex than one might think at first glance. Strategy definitions aim to highlight one or two of these aspects, but can not succinctly include all of them. The soldiers, businessmen and academics have studied strategy and wrote about it. The perspective of each of these groups has its application in certain spheres or areas. However, the fact is that each of them has its limitations in the practical and theoretical activities. As long as the origin of the idea can be intellectually simulated, practical problem for the manager is to understand the nature of certain strategic dilemma that he or she must solve.

Strategic management has to select ways of thinking that are helpful in deciding what action to take to resolve the problem and ensure future success. Extensive knowledge of relevant concepts will help to achieve this, but the ability to identify and pursue useful ways of thinking can be evaluated as the width of knowledge.

Simply seeing strategy as a basic plan built over some ideas of management center of a company is too simple. The essence of strategy is often more complex than can be seen at a first glance. Our view is that the classical concepts of strategy are still an usable form of the starting point for strategic thinking, but not successful enough. Any competent strategist should be able to understand other ways of thinking about strategy and be proficient in judging which approach is most valuable in specific situations.

This is because the same strategy does not necessarily lead to the same results, and that different strategies often lead to the same results. The greatest generals understand the current state of the art of war for their time, but also know when to break the rules. They began their battle with the formulated strategy, but they were able to change and adapt to the battlefield. Experience shows that the largest percentage of the applicability of this strategy was in the initial actions of the war. So, while the effects of the war still ran, the strategic idea before it was increasingly at odds with its actual implementation. This suggests the strategic concept and thinking is one thing and that the practical application of these ideas is something else.

This may be ideal for modern business strategists to understand that the strategy is always determined by the particular opponent, that it must be a long-term, and flexible, in order to address the variability that is possible in the modern market "wars." If the above does not realize there will be frequent changes in strategy, which undermines its reliability, and has a negative effect on the motivation of employees. Hence the need to involve strategy experts from different fields in the strategy formulation, and also the practitioners who need to work on creating the conditions for its implementation.

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АНАЛИЗ СТРУКТУРЫ ЭКОНОМИКИ И ЭКСПОРТА УКРАИНЫ И СЕРБИИ КАК ИНДИКАТОРОВ ИННОВАЦИОННОГО РАЗВИТИЯ ГОСУДАРСТВ

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Аннотация: *В статье исследована структура экономики и экспорта высокотехнологической продукции в Украине и Сербии в сравнении с Хорватией, Италией, Польшей, Румынией и Турцией. Проведен анализ структуры экспорта Украины в 2007 -2011 годах по технологическим укладам. Показано, что актуальным направлением для активизации структурных изменений в экономике и промышленности стран с переходной экономикой является разработка и реализация стратегий формирования и развития региональных инновационных кластеров.*

Ключевые слова: *инновация, промышленность, экспорт, средне-высокотехнологический сектор, высокотехнологический сектор, технологические уклады, региональные кластеры, инновационные кластеры, стратегия кластеризации.*

1. ПОСТАНОВКА ПРОБЛЕМЫ

В условиях глобализации для стран с переходной экономикой, поставивших перед собой цель достигнуть в перспективе уровня производительности и жизни не уступающей промышленно развитым государствам, актуален переход к инновационной модели экономического роста, способной обеспечить рост конкурентоспособности производимой продукции и услуг на внутреннем и мировых рынках и повышение национальной конкурентоспособности в целом.
Успех в решении такой комплексной задачи определяется такими факторами как развитием человеческого капитала, экономических институтов, реализацией и укреплением уже имеющихся конкурентных преимуществ, а также созданием новых конкурентных преимуществ, связанных с укреплением научно-технологического комплекса. и изменение темпов, направлений и механизмов развития инновационных процессов, обусловивших опережающий рост высокотехнологичных секторов промышленности

при повышении технологического уровня традиционных отраслей хозяйства; инвестициями в новые производительные мощности и новые виды деятельности и т.д. Поэтому для стран с переходной экономикой к которым относятся Украина и Сербия усиливается актуальность, исследования структуры национальной экономики, детального исследовании структуры экспорта и выбор национальных прирітетов в долгосрочном соцально-экономическом развитии государств.

2. АНАЛИЗ ИССЛЕДОВАНИЙ И ПУБЛИКАЦИЙ ПО ПРОБЛЕМЕ

Указанным проблемам в СНГ посвящены научные работы многих ученых и специалистов. Кратко рассмотрим некоторые из публикаций. В начале 2000-х годов на основе методологии ОЭСР (Организации экономического сотрудничества и развития) середины 1980-х годов по ранжированию производств по показателю наукоемкости на высоко-, средне-и низкотехнологичные отрасли [1,2] в Институте экономики и прогнозирования НАН Украины выявлено их условное соответствие с концепцией технологических укладов (ТУ) в промышленности и выполнены оценки ряда показателей структуры объемов действующего производства в 1999 году согласно 3-го, 4-го, 5-го и 6-го ТУ, а также структуры добавленной стоимости в обрабатывающей промышленности в 1998-2000 годах по секторах высоких, средних и низких технологий, соответствующих 5-му, 4-му и 3-му ТУ[3] .
В качестве аргумента о целесообразности упомянутых сопоставлений указывалось удобство анализа экономической оценки технологической эволюции социально-экономического развития страны. По результатам исследований показатели наукоемкости для 5-го, 4-го, 3-го ТУ соответственно составили 7,43%, 2,41% и 0,16%, объемы выпуска промышленной продукции для перечисленных укладов 4,19%, 38,18 % и 57,59%, финансирование научно-технических работ 23,55%, 69,47% и 6,86%, а наибольший удельный вес в общем объеме добавленной стоимости составил сектор низких технологий 64,14% в 1998 г., в 1999 67,02% и 84,05% в 2000 г. Ученые и эксперты к шестому ТУ относят: биотехнологии, основанный на достижениях молекулярной биологии и генной инженерии, системы искусственного интеллекта и глобальные информационные сети
В работе [4] исследована структура производства промышленной продукции в 1998-2004 гг и в 2001-2007 г.г. по уровню наукоемкости по секторам высоких, средних и низких технологий, определено отсутствие механизмов правового регулирования высокотехнологичной продукции в Ураине. В работе [5] выполнены расчеты структуры производства обрабатывающей промышленности Украины в 1998-2007 годах по секторам высоких, средних и низких технологий. В [6] при обосновании инновационной модели структурной модели перестройки экономики Украины определены некоторые задачи увеличения производства 5-го и 6-го технологических укладов до 2015 года.
В усовершенствованной методологии ОЭСР [7,8] разделение отраслей сложившиеся группы реализовано по показателям их наукоемкости и технологической интенсивности на основе анализа прямых и косвенных расходов на НИОКР в различных отраслях промышленности развитых стран, численности ученых, инженеров и техников,

объема добавленной стоимости, объема сбыта продукции, доли каждого сектора в совокупном объеме производства, выделены четыре группы отраслей по уровню технологической интенсивности: высокотехнологичные (high-technology) средне-высокотехнологичных (medium-hightechnology) средне-низкотехнологичные (medium-low-technology) и низкотехнологичные (low -technology) отрасли промышленности [9]. В работе [10] на основе данных Мирового Банка проведен анализ изменений показателей структуры экономики Беларуси, России, Украины в 1995, 2007-2011 годах в сравнении с отдельнымы странами Евросоюза и разработана модель инновационно-инвестиционного экономического развития для активизации структурных изменений в экономике посредством усиления и становления таких отраслей, которые связаны с научно-техническим прогрессом.

Российскими учеными по группам отраслей определена наукоемкость инновационной продукции и наукоемкость затрат на технологические инновации в обрабатывающей промышленности России в 2000 и 2003 гг. В [11] обосновывается выделение в структуре национальной промышленности наукоемкого высокотехнологичного сектора (НВТС) как фактора, который способен активизировать инновационную деятельность и создать реальную базу повышения конкурентоспособности на национальном и международном рынках.

Цель статьи состоит в анализе структуры экономики и экспорта высокотехнологической продукции в Украине и Сербии в сравнении с Хорватия, Италией, Польшей, Румынией и Турцией, сравнении стран по показателям глобального инновационного индекса, проведении анализа структуры экспорта Украины в 2007 -2011 годах по технологическим укладом, и обоснование перспективного подхода для активизации структурных изменений в экономике и промышленности стран с переходной экономикой.

3. ИЗЛОЖЕНИЕ ОСНОВНОГО МАТЕРИАЛА ИССЛЕДОВАНИЯ С ОБОСНОВАНИЕМ ПОЛУЧЕННЫХ НАУЧНЫХ РЕЗУЛЬТАТОВ

Для анализа динамики изменения структуры экономики и экспорта Украины и Сербии сначала рассмотрим численность населения в рассматриваемых странах в 2011 г., объемы ВВП в каждой из стран в 2000, 2007 и 2011 годах в текущих ценах и по душевым значением этого показателя в текущих ценах и по паритету покупательной способности (ППС), (Табл.1).

В условиях глобализации последние два показателя отражают уровень социально-экономического развития стран, уровень конкурентоспособности продукции, выпускаемой в странах на международных рынках, а также достигнутое в них производительность труда, которая определяется внедрением достижений научно-технического прогресса.

В выбранной группе стран лидером по масштабу экономики и показателями экономического развития является Италия. При сравнении группы государств которые можно отнести к странам с большой численностью населения оказывается, что, например, в 2011 г. показатели ВВП и ВВП на душу населения по паритету покупательной способности (ППС) Украины, меньше соответственно в 3,26 и 2,79, чем в Польше и в 4,68 и в 2,03 чем в Турции. ВВП на душу населения по ППС в Сербии в 2011 г. ниже, чем в Хорватии и Румынии соответственно в 1,72 и 1,16 раз и выше по сравнению с Украиной в 1,48 раз.

Табл.1

Наименование показателя	Год	Италия	Польша	Румыния	Сербия	Турция	Украина	Хорватия
Населенне, млн.чел.	2011	60,6	38,1	21,4	7,4	72,2	45,6	4,4
ВВП, млрд. дол. США (текущие цены)	2000	1104,0	171,3	37,1	6,1	266,8	31,3	21,5
	2007	2101,6	422,1	165,9	40,1	655,9	141,21	51,3
	2010	2061,0	469,4	161,6	38,4	734,4	137,9	60,9
	2011	2245,7	531,8	185,3	46,4	763,1	162,9	64,2
ВВП на душу населения, дол. США (текущие цены)	2010	36267	13540,4	8863	6081	10522	3621	14457
ВВП на душу населення, межд. дол. США за ППС	2011	30165,5	20136,0	12357,9	10663,3	14615,5	7198,9	18338,5

Источик: Составлено автором по данным Мирового Банку. Режим доступа: http://data.worldbank.org/

Для дополнительного анализа особенностей экономического развития рассматриваемых стран в последнее десятилетие рассмотрим некоторые показатели их структуры экономики и усредненные показатели для стран с различными уровнями доходов, которые представлены в Табл.2.

В ней для каждой из стран представлены удельный вес ВВП созданного в четырех секторах национальной экономики, которые включают весь перечень отраслей согласно деления в Международном стандарте индустриальной классификации ISIC Rev.3. Так в сектор сельского хозяйства отнесены отрасли в разделах (1-5), упомянутого классификатора, включающих также лесное хозяйство и рыболовство, в сектор индустрии разделы 10-45, которые охватывают горнодобывающую промышленность, обрабатывающую промышленность, строительство, электричество, воду и газа, строительство, в сектор обрабатывающей промышленности области в разделах 15-37, а в сектор услуг - разделах 50-99. Доля от ВВП, приходящаяся на сектор услуг определяется по остаточному принципу (за вычетом сельского хозяйства и индустрии), вследствие чего этот показатель не может правильно отражать объем всех услуг, включая банковские и финансовые услуги.

Как видно, в Италии-стране с развитой экономикой доля сельского хозяйства в ВВП уже в 2000 г. составила 3%, а в 2007,2010 годах 2%, а доля услуг увеличивалась с 69% в

2000г. до 73% в 2010 г. Эта страна по большинству усредненных показателей относится к странам с высоким уровнем доходов. Среди восточно-европейских стран с переходной экономикой (Польша, Румыния), Румыния, выбрала выбрала свой путь развития экономики-сохранив в 2010 г. высокий вклад в ВВП отраслей сельского хозяйства (7%), наращивания вклада перерабатывающей промышленности (22%) и значительного повышение доли услуг с 36% в 2000 г. до 68% в 2010 г.

По комплексу рассмотренных показателей эти страны вполне могут быть отнесены к государствам с прибылью выше среднего. Хорватия сохраняет достаточно высокий вклад в ВВП сельского хозяйства и сферы услуг. Для Турции типично наибольший вклад в ВВП сельского хозяйства (до 10% в 2010 г.) среди рассматриваемых стран, и Превышение вклада перерабатывающей промышленности по сравнении с Украиной и Сербии.

Украина и Сербия также изменяют структуру экономики. Об этом свидетельствует уменьшение вклада сельского хозяйства в ВВП. При этом в 2000-2010 гг для Украины типичной тенденцией является уменьшение вклада индустрии в ВВП с 36 до 31% и существенное уменьшение показателей перерабатывающей промышленности до 17% в 2010 г.

Табл.2. Показатели структуры экономики отдельных государств в 2000 и 2007, 2010гг.

	Сельское хозяйство			Индустрия			Перерабатывающая промышленность			Услуги		
	2000	2007	2010	2000	2007	2010	2000	2007	2010	2000	2007	2010
Италия	3	2	2	28	27	25	21	18	17	69	71	73
Польша	5	4	4	32	31	32	19	18	18	63	65	65
Румыния	13	9	7	36	36	26	15	22	22	36	55	68
Сербия	20	13	9	30	28	27	24	-	16	50	59	64
Турция	11	9	10	31	28	27	23	19	18	57	63	64
Украина	17	8	8	36	37	31	19	23	17	47	55	61
Хорватия	6	7	6	29	32	27	20	21	18	65	61	67
Усредненные показатели для стран с разными уровнями доходов												
Низкий	34	25	25	21	30	25	12	16	14	45	46	50
Средний	11	9	10	36	37	36	21	19	20	53	53	55
ниже среднего	20	13	17	34	41	31	17	24	16	46	46	52
више середнего	9	6	8	36	33	37	23	19	22	55	61	55
Высокий	2	1	1	28	26	24	19	17	15	71	72	75

Источик: Составлено автором по данным Мирового Банку. Режим доступа: http://data.worldbank.org/

В тот же время в Сербии показатели вклада индустрии уменьшились с 30 до 27%. А перерабатывающей промышленности до 16% в 2010 г. Удельный вес услуг в ВВП в Сербии в 2000-

2010 г.г. выше на 3-4% чем в Украине. По комплексу рассмотренных показателей Украина и Сербия вполне могут быть отнесены к государствам со средним уровнем доходов.
Для более глубокого понимания различий в структуре национальных экономик рассмотрим подробнее в рассматриваемых странах показатели обрабатывающей промышленности, которая по общему признанию ученых является источником для ускорения научно-технического прогресса, способствует совершенствованию производственной системы и появления новых производств, обеспечивает базу для устойчивого функционирования всех отраслей экономики. Одной из главных характеристик перерабатывающей промышленности является ее способность производить конкурентоспособную продукцию на мировой и национальные рынки. Сравнительная оценка эффективности обрабатывающей промышленности проведем по данным показателей экспорта высокотехнологичной продукции в рассматриваемых странах, Табл.3.

Таблица 3 Показатели экспорта высокотехнологической продукции странами в 2007-2011 гг.

	Рік	Италия	Польша	Румыния	Сербия	Турция	Украина	Хорватия
Экспорт высокотехнологической продукции, % от общего экспорта*	2011	6,5	6,1	9,1	3,2	1,7	-	5,8
Экспорт високотехнологической продукции, % от общего экспорта**	2007	6	3	3	-	2	4	8
	2008	6	4	7	-	2	3	8
	2009	7	6	9	-	2	6	10
	2010	7	7	11	-	2	4	9
Рейтинг в Глобальном инновационном индексе	2010	35	43	50	55	65	60	44
	2011	36	44	52	46	63	63	42

Источник: Составлено автором за: *Доклады Глобального Инновационного Индекса 2012 и ** Статистической базы Мирового Банка. Режим доступу: http://data/world bank.org.

Анализ показывает, что в группу лидером по экспорту высокотехнологичной продукции обрабатывающей промышленности среди рассматриваемых стран по показателям 2011 г. можно отнести Румынию, Италия, Польшу и Хорватию. Украина и Сербия можно отнести средней группы по объемам экспорта высокотехнологичной продукции, а Турция имеет самые низкие показатели такого экспорта.
В Табл. 3 приведены также данные о позициях рассматриваемых стран согласно докладам Глобального инновационного индексау за 2011 г. по 125 странам [12] и за 2012

г. по 144 странам [13]. Доклады позволяют проанализировать состояние инноваций в странах мира по таким показателям как состояние государственных институтов, инновационной инфраструктуры, бизнеса, человеческого капитала и исследований. Как видно распределение стран по рейтингам в глобальном инновационном индексе во многом соответствует распределению по величине экспорта высокотехнологической продукции. Это указывает на возможность использования показателя экспорта высокотехнологической продукции как индикатора инновационного развития страны.
Для более детального анализа экспорта в Украине автором проведены расчеты объемов и долей украинского экспорта по технологическим укладам ТУ от общего объема экспорта на основании официальной статистики. Результаты расчетов приведены в Табл.4.

Табл.4. Экспорт Украины по технологическим укладам в 2007-2011 годах

Рік	3-й ТУ	4-й ТУ	5-й ТУ	Всього, %	Всього, млн. дол. США
2007	76,2	18,04	5,72	100	49296,1
2008	78,2	16,64	5,17	100	66967,3
2009	78,24	14,58	7,17	100	39695,7
2010	77,49	16,46	6,04	100	51405,2
2011	76,81	17,36	5,83	100	68394,2

Источник: Источник: авторский расчёт на основе Базы данных Государственной службы статистики Украины

Расчеты показывают, что в условиях значительного снижения экспорта в кризисные 2009-2010 гг., особенно в 2009 г., удельный товаров относящихся к 5-му ТУ в структуре экспорта продукции возрос по сравнению с 2007-2008 гг. на (1,5-2,0) % , что указывает на устойчивость спроса зарубежных потребителей на продукцию этого уклада. В 2011 г. общий объем экспорта лишь немного превысил показатели 2008 г. При этом отметим некоторые положительные изменения в структуре украинского экспорта – снижение удельного веса товаров 3-его ТУ и повышение доли суммарного экспорта продукции 4-го и 5-го ТУ.
В последние годы в Украине разработанные на государственном уровне подходы по развитию технопарков, свободных экономических зон и научных парков по ряду причин не привели к активизации инновационной деятельности и улучшению структуры национальной экономики. В этих условиях, по мнению автора статьи, для улучшения структуры экономики и увеличение экспорта высокотехнологичных и средне-высокотехнологичных отраслей (4-го и 5-го ТУ) значительное внимание должно уделяться стратегии формирования и развития региональных кластеров. Понятие «кластер» подразумевает объединение отдельных элементов в единое целое с целью выполнения (реализации) определенной функции. Подобное значение имеет понятие «экономический кластер» - это группы успешно конкурирующих фирм, которые в результате своего объединения обеспечивают конкурентные позиции на рынках - отраслевом, региональном, национальном и мировом. Согласно материалов Организации про-

мышленного развития ООН (ЮНИДО), кластер, определяется как локальная агломерацию пидприемств, которые производят и реализуют определенный ассортимент связанной или взаимодополняющей продукции в рамках отдельного промышленного сектора или субсектора. Специалисты под региональным кластером также понимают - совокупность фирм, университетов и других организаций, связанных в определенной производственной области в определенном регионе, где синергия достигается с помощью конкуренции и кооперации между участниками.

Кластеры являются новейшим типом пространственной региональной организации производства и рынков и функциональным цепью создания добавленной стоимости. Кластеры обеспечивают одновременно горизонтальную конкуренцию и вертикальную кооперацию, поскольку производственные процессы проходят среди различных экономических субъектов и протекают в разных вимирах. В работе [14] проведены сравнительные исследования региональных кластеров в Японии, Великобритании, Германии, Франции, США и Китае, определены особенности стимулирования их развития в странах и перспективность продвижения идей кластеров.

Современные региональные кластеры способны ускорить темпы экономического роста и диверсификации региональной экономики, а также способствовать устойчивому развитию регионов и повышению стратегической конкурентоспособности регионов и государства с учетом инновационно-инвестиционных компонент экономического развития. В такой стратегии должны эффективно использоваться имеющиеся ресурсы, а цель достигаться через решение промежуточных тактических задач. Особое внимание при реализации программ долгосрочного соцально-экономического развития государств должно уделяться формированию стратегии инновационных кластеров, специализирующихся в наукоемких отраслях. Инновационные кластеры способны объеденить сильные стороны регионов, способствуют активизации привлечению внешних инвестиций в науку и экономику регионов, обеспечивают наиболее эффективную форму достижения высокого уровня конкурентоспособности регионов и страны.

Формирование и развитие стратегий региональной кластеризации, являющейся испытанным организационно-экономическим механизмом, который способствует развитию региональных и национальных инновационных систем, актуально также для Сербии и других стран с переходной экономикой. Основная задача кластерной политики для стран с переходной экономикой состоит в том, чтобы выявить в регионах этих стран существующие локальные и потенциальные кластеры и на уровне государства оказать им поддержку в том, чтобы эти кластеры и регионы, в которых они территориально расположены (региональные кластеры), стали конкурентоспособными на мировом уровне.

4. ВЫВОДЫ

1. Выявлено, что Украина и Сербия постепенно меняют структуру экономики. Об этом свидетельствует уменьшение вклада сельского хозяйства и увеличение в ВВП удельного веса сферы услуг. По комплексу рассмотренных показате-

лей Украина и Сербия отнесены к государствам со средним уровнем доходов. Распределение стран по рейтингам в глобальном инновационно индексе во многом соответствует распределению по величине экспорта высокотехнологической продукции. Показатели структуры экономики и структуры экспорта стран могут использоваться как индикаторы их инновационного развития.

2. В Украине в 2011 г. общий объем экспорта лишь немного превысил показатели 2008 г. При этом, с использованием авторских расчетов, выялены некоторые положительные изменения в структуре украинского экспорта - снижение удельного веса товаров 3-его ТУ и повышение доли суммарного экспорта продукции 4-го и 5-го ТУ.
3. Для Украины и Сербии актуально формирование стратегий и политики региональной кластеризации, развитие промышленных и инновационных кластеров, специализирующихся в наукоемких отраслях. Реализация таких стратегий и политики позволит улучшить структуру экономики, увеличить объемы экспорта высокотехнологичных и средне-высокотехнологичных отраслей, повысить конкурентоспособность и уровень жизни в этих государствах.

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EDUCATION MANAGEMENT ON THE EXAMPLE OF SOUTH AFRICA

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Abstract. *In the last decade of the third millennium, there is a great interest for competent management. The reason for this is the indisputable fact between competence of the first people of the company and performance, there is a high level of correlation. In many parts of the world, including South Africa the need for leadership in the management of educational institutions is emphasized. Government and company systems, increasingly emphasize that the competitiveness and survival of the companies is increasingly conditioned by the quality of human resources, and in particular the management structures. Of course, the most important role in this has staff and management of educational institutions.*
The key issue in the management of education systems is to define the goals. In most cases, the targets in the educational institutions set the state, and realize management in collaboration with senior management and the school board. Practice shows that environment, the influence of the state and its authorities, the legal framework, economic strength and cultural characteristics have major influence on the definition of the objectives. Educational institutions must act in accordance with the legal framework and the specific situation. The main problem is the extent to which educational managers are able to develop values and initiatives.
This paper aims to show the models used in the management of school systems and display management model in South Africa, which is more or less typical of most African countries.

Keywords: *models of education, education in South Africa*

1. LEADERSHIP AND MANAGEMENT IN EDUCATIONAL INSTITUTIONS

Educational institutions belong to the service sector and at the same time intellectual organizations. It is important to note, because the management of the service, i.e. intellectual organizations is radically different from the manufacturing sector. On the other hand, schools are complex and dynamic systems and as such are subject to the "laws" that govern such systems. They are all the characteristics of nonlinear and dynamical systems, i.e. unique, because in each of them there are different people, whether it is for those who provide educational services (teachers and non-teaching staff) or those who consume the service.

Experience and research show that school principals are often not aware whether they manage, lead or lead. They just do the job for the benefit of students, trying to implement educational programs in the most efficient and effective manner. For example, schools in South Africa, whose work on certain criteria is not satisfactory, require a special commitment to the fundamental values and principles of management, organizations to be efficient, unlike other schools where the emphasis is on vision and leadership. Depending on this, a certain order in terms of regular school attendance by the student-student and teacher establishes, the conduct of a good order and discipline in the classroom, literature providing. After the establishment of functionality, leaders can develop a vision and through visualization design future.

Given the above, it shows the need to develop specific models and concepts that will be applied in the management, but the implementation will depend on a number of factors and relevant factors. Bolman and Deal are saying about the conceptual pluralism, as inconsistency of many voices. Each model has something to offer, but there are also a number of specific deficiencies. Concepts, i.e. models that are favored by some theorists or practitioners, explicitly or implicitly, inevitably, affect or determine the decision-making process. In this context, Morgan uses the "metaphors" to explain the complex nature of organizational life and notes that any theory or perspective we bring is incomplete, biased and potentially of misleading character." In other words, concepts and strategies that in a particular situation gave satisfactory results, in the other can be dysfunctional and inefficient, which requires the need to introduce individual models of management, to identify specific characteristics at the macro or micro levels of certain ethnic groups.[1]

2. LEADERSHIP MODELS IN EDUCATIONAL SYSTEMS

The literature on managing educational institutions has generated a large number of alternative and competing models that are used in education systems. According to Bush, there are six concepts and school management models, such as formal, collegial, political, subjective, ambiguous, and cultural. Bush and Glover, extending the previous numbers speak more specifically about the following models of education management, as follows: (1) managerial, (2) transformation, (3) participatory, (4) transaction, (5) post-modern (6) moral, (7) instructional, (8) the contingency.[2]

Each of these models has something common, but also a number of special features that should be applied in practice. We should keep in mind there are no ideal models, nor are they possible, as there is nothing perfect in the science of management. This is because management involves working with people and for people. Given the fact that the educational systems are extensive in terms of work and at the same time, they are intellectual, so it is necessary to find the so-called soft management styles, i.e. those styles that will respect the

[1] Ž. Radosavljević: *Menadžment u modernom biznisu,* Univerzitet Privredna akademija, Novi Sad, 2006

[2] T. Bush: *Educational leadership and management: theory, policy and practice*", South African Journal of Education, Vol 27, 2007 pp. 391-395

people who are in the position to provide services, but also those who use the services, which requires something beyond explanation.

2.1. Managerial Leadership

Between leadership and management is an important difference, though, in theory and practice two phenomena are equal. While leadership is accompanied by a high level of authority and authoritarianism in making management and other decisions, management is based on attracting people to adopt and then implement ideas that management has. A leader is always among the first, trying to motivate employees i.e. associates to participate in the creation and management decisions and takes responsibility for the bad effects, i.e. to share positive results with others.

Leithwood et al defines managerial guidance as focusing on the functions, tasks, and behaviors with strong positions of authority, relations of superiority and inferiority. He uses the classical model of motivating teachers and students and boils down to, "If you do this and that ... you'll get this and that". If the management of the school competently performs its function, the job of the others in school will be much easier. It is clear that this model does not include the concept of vision, but is more oriented to the rationality and hierarchy. Bearing in mind that the management of the school deals with people - teachers and students, as well the fact this is an intellectual organization, management model is not acceptable for the management of educational and intellectual institutions. As the concept, it has been applied in a highly centralized society where the emphasis is given to the efficient execution of orders higher levels in the bureaucratic hierarchy.[3]

Consequently, managerial leadership is the model that is most present in South Africa, and it is characteristic of the early stages not only in South Africa but also in Europe and North America. This outdated model dominates the literature used in the science of management. It often turns into dictatorial relationships with high levels of hierarchical superiority and inferiority. Manager in these systems is seen as "God." In eighties, Sebakwane noted that the managerial leadership taken from the "industrial corporations and applied in South African schools for blacks, were used in order to introduce control over teachers and students at a time when the education of black people characterized mass protests of students and professors.[4]

Although the managerial leadership is outdated and obsolete concept, it is estimated that this model will mark the management of South Africa in the 21st century. Given that governance in Africa is more or less similar, it means that the bureaucratic management will dominate in Africa. Therefore, it is going to be one of the brakes in the further development of the education system, which is logical because it emphasizes the execution of a decree at the state level, rather than creating an atmosphere of innovation in which all subjects of the teaching process participate as active makers and modelers.

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3 K. Leithwood, D- Jantzi and R. Steinbach: *Changing Leadership for Changing Times*, Buckingham: Open University Press, 1999

4 S. Sebakwane: *The contradictions of scientific management as a mode of controlling teacher*", work in black secondary schools, South Africa, International Journal of Educational Development, 1997. No 17, pp. 391-404

2.2. Transformative Leadership

Transformational leadership is a more advanced model in relation to bureaucracy in education systems. It is aimed at increasing motivation, employee satisfaction and delight of associates.” Leithwood argues that transformational leadership consists of eight dimensions, namely: (1) building a vision of schools, (2) setting goals, (3) the encouragement of individual incentives, (4) providing individual assistance, (5) modeling best practices and important values (6) delivering the expected performance, (7) creating effective school cultures, (8) the development of structures that participate in school decisions.
Transformational leadership focuses on the processes and the leader influence the outcome rather than the nature of the achievement of results. It is by all estimates acceptable for a leader, but for the employees, as leaders have control of the teaching staff and often exhibit strong charismatic attitude in decision-making. Thus, transformational leaders possess charisma; encourage intellectual stimulation, individualized judgment and strong internal motivation of followers.[5]
In South Africa, transformational leadership is related to the previous tiered system of converting to a new model that emphasizes equality and pleasure. “The task of the new government is to restructure the existing education system and re-defining the education system, in order to achieve quality education process, and with it a quality product, or an expert in a particular area. Of course, the education systems in South Africa have to be designed in a holistic basis, i.e. to examine the educational process at the level of integrity in its relations of interdependence between the educational system and environment.
Detailed analyzes show there is a gap between the law and reality in general transformational leadership and transformation of educational systems into new and those able to respond to modern challenges. It turns out that the real transformation will depend on the nature and quality management in education and the extent to which management can extend the power of the other organs, in particular the extent to which school boards are empowered to make management decisions. “In the context of South Africa, the transformation requires action at all levels, but there are limits to what managers can achieve in the absence of adequate financial, human and financial resources.

2.3. Participatory Leadership

Participatory leadership is characteristic of a democratic society and means that groups and organizations adopt management decisions or have a significant impact on their decision. Participative manager relies on the participation of individuals, groups or organizations in making strategic decisions, while allowing all employees to make suggestions for the decision and the commitment of the leader to support and accept the proposals of the group.
Participatory leadership has a positive effect on the creation of good human relations and reducing the gap between the principal and the employee, but also reduces the load on the

[5] Silins, C. H.: *The Relationship Between Transformational and Transactional Leadership and School Improvement Outcomes*. School Effectiviness and School Improvement, Vol 5, No. 3, 1994. pp. 272 – 298

power of directors. In this context, the emphasis is given to the real, i.e. professional authority, instead of positional.[6]

The participatory model is consistent with the democratic values of the new South Africa. The introduction of this model in the school shows commitment to participatory decision-making in South Africa. However, studies and analysis show there is little empirical evidence to suggest that it suppresses bureaucratic or transformational leadership. This is the expected situation because participatory management model is associated with the level of democracy in society and the realization that making management decisions should involve employees, but also a wider range of stakeholders. In this context, it is insisted on timely and accurate information to parents and involving them in decision-making related to the students, especially when it comes to primary and secondary education. It turns out that in the educational systems parents make major decisions regarding education, while this is not the case in higher education, where parents have a much smaller impact.

We should not underestimate the fact that the directors of the educational system in South Africa are dominated, “because their position in the school, the level of education in relation to other members, first-hand information, i.e. Ministry of Education and the ability to carry through on decisions made” them do this. The report of the Commission on Ministry of the management of schools in South Africa points out that it is not realistic to expect that a participatory model in the near future get a significant role in the management of educational institutions.

2.4. Transactional Leadership

Transactional management is a modality in which relationships with teachers are based on the exchange of valuable resources. For teachers, the interaction between professor and administrator is usually episodic, short and limited to the exchange of transactions. Bush connects this model with the political model in which there is a political conflict between the parties, and the outcome of the conflict is generally in favor of the party that has stronger power or position. Thus, transactional leadership comes down to the relationship between leaders and their associates, and an agreement on financial, human, social and other benefits that will be enjoyed if collaborators are working well, and in accordance with agreed standards.[7]

In the transactions i.e. exchanges, a position of school director is known, but it requires co-operation between teachers, and between teachers and principals, to ensure efficient management of the school. Exchange and cooperation are beneficial for employees and teachers, but also for the manager, i.e. the educational system as a whole.

Transactional leadership involves collaboration with the principal and teachers’ union in order to protect the interest of employees, such as the South African Democratic Teachers union. It organized protests seeking to involve as many employees in the school board, which can exert more influence on the principal in making management decisions. Desegregation of the former school for whites, blacks and Indians, has created some problems with discipline and cultural conflicts. Problems with discipline in schools have their roots in protest against South Africa’s apartheid. According to the Ministry of Education of South Africa, 20% of

[6] Vroom: “*The New Leadership*”, 1988. P. 33

[7] S. Možina, *Osnove vodenja*, Ekonomska fakultet, Ljubljana, 1994. str. 548

schools surveyed experienced a conflict between union members and between unions and principals. The conflict between teachers and parents is also present, so one gets the impression that in this model of leadership all entities are in some form of conflict.[8]

2.5. Postmodern Leadership

Modern conditions characterize postmodern leadership. This model is based on the turbulent and uncertain business conditions in which human resources are considered the most valuable elements of the organization. In the school systems, where people prevail, this model has a higher specific gravity, compared to other, primarily manufacturing and processing systems. This model is based on the assumption that the core of any organization in the people and organizations that are actually people. Since there are no two humans exactly alike, i.e. that people are different, it means there are no two the same organizations or two same educational systems.

It is estimated that in the 21st century South Africa will accept a postmodern model of school management. The pace depends on the general democratization of society and the realization that people are the main potential of each organization. In other words, the extent to which people are valued, motivated and involved in solving the problems of the organization, and in that extent we should expect the introduction of post-modern model of management in the school systems of South Africa. This means in practice that school principals must involve teachers, parents, students and school administrators in resolving all issues, which the schools as an educational institution faces with.

2.6. Moral Leadership

This leadership model is based on the leader or leaders and system of values, beliefs and ethics that they have. According to Sergiovanni, Excellent schools have central zones composed of values and beliefs that take on sacred or cultural characteristics. Later, he added, "The management is moral craft".

Moral leadership, as a model can have many variations. Therefore, West-Burnham speaks of "spiritual" model that includes leaders who have a higher level of morality, which is often compared to a religious understanding of this phenomenon. Leaders of this type have the principles that form the basis of self-awareness.[9]

The second mode is called moral leadership, i.e. moral self-confidence and the ability to act in a manner that is consistent with the ethical system and consistent over time. The role of the leader is reduced to the resolution of conflicts of values and evaluation process of the educational process.

For ethical leadership it is difficult to reconcile or balance two competing and mutually conflicting imperatives, namely, managerial and moral. Both models are inevitable, and neglecting of one causes problems. It turns out that the school has to operate successfully, efficiently and effectively in order to survive and accomplish their mission, for which it was founded.

[8] Bush

[9] J. West Burnham: "*Leadership for learning re-engineering mind sets*, School Leadership and Management, 17, 1997. pp. 231-243

Therefore, in the school, as well as any other educational system an economic dimension must be established, as required and at the same time as primary. However, the school system and the school principal must also act on moral principles. It turns out that in the long run, moral leadership in schools and any other organization, increase their performance, because parents prefer that their children are going in moral and socially responsible schools. Therefore, morality in the long run increases the performance, regardless of the criteria by which it is measured, and in this manner the principal and managerial role is achieved.
South African Association dealing with school education emphasize the importance of spiritual intelligence and its application in practice, as well as a moral attitude in all aspects of the educational process. However, no empirical studies that shows the degree of acceptance of moral philosophy. In any case, the moral leaders, i.e. leaders, may be an important "momentum" in raising morale in the South African education systems.

2.7. Instructional (Pedagogical) Leadership

This model is based on providing instruction more than the management of all elements of the management process. The emphasis is on teaching and learning as the basic activities of educational institutions, and has been applied to the English national college for the training of future principals. Thus, instructional leadership is engaged in learning, teaching, including professional education and development of teachers as students or pupils. Instructive oriented principals have impact on teachers and students to learn and acquire knowledge. Many countries of Europe has adopted this model of leadership, directing it to a maximum cooperation with teachers, working with interns, selection of textbooks, teacher incentives, evaluation of teaching pedagogical work, support mutual cooperation of teachers, encouraging professional development of teachers, keeping records and personal files of teachers, development and monitoring of student progress.[10]
Instructional leadership is focused on the core activities that the school is dealing with, and that is teaching and learning. The model has contributed to the development of learning activities and processes, which resulted in a better effect. Given the high effectiveness of the instructional leadership of the school, there is a general effort to introduce this model into the educational system of South Africa. However, this model has its weaknesses, and that is the fact it underestimates the other aspects of the educational process and school life in general, such as sports, socialization, self-esteem and well-being of students or pupils. This weakness is relatively easy to solve than those of the teaching learning process. Namely, when in the school system's target in terms of acquiring knowledge and skills is realized, it is easier to solve the other problems that are essential for creating a versatile personality.

2.8. Contingency Leadership

All the models of leadership school systems partially observe certain aspects of management. Some focus on the process, other people; while third emphasize several dimensions of leader-

[10] S. Roncelli, 2004. *Primerjava managementa in vodenja v evropskih šolah*. Ljubljana: 2004

ship. However, none of these models does give a complete picture of leadership and does not take into account the whole education system.

Leadership models	Who has the influence?	The source of influence	The goal of influence	**The result of influence**
Instructional leadership	Above all, principal and other formal leaders in school	Expert knowledge, a significant power position	Improving teacher's work in the classroom	The development and progress of students
Transformational leadership	Above all, formal leaders, then other (informal leaders)	The ability to motivate employees so they can develop their ability to work	Better achievements and successes. Better working skills.	Greater ability of organization to continually improve the work
Moral leadership	Formal leaders	System of moral values, which are directed at the decision-making in schools	Greater sensitivity in assessing fairness of decisions. Increasing cooperation in deciding.	The moral foundation of individual activities. Democratic schools.
Participation leadership	Group (including informal leaders with external associates)	Mutual communication	Increase cooperation in deciding	Increased opportunities for school in order to response to external and internal triggers for changes. More democratic organization.
Managerial leadership	Formal leaders	The power of position, rules and actions	Increasing the effectiveness of the performance of assigned tasks	Reaching formal goals of organization
Contingency leadership	Above all, they have formal positions	The leader adjusts its management to the situation in the organization. He is an expert for problem solving.	Meeting the needs of employees in a better way. More effective response to the challenges that companies face with	Achieving the formal goals of the organization. Increased opportunities for organizations to response to external and internal triggers for changes

The contingency model is based on diversity of individual school systems and the need to adjust certain management situations, instead of giving universal rules and principles that will suit all educational systems. Thus, the core of this model is the principal response to individual and specific circumstances or problems. It turns out there are different problems in the educational systems that need to be addressed appropriately.

South Africa has one of the most diverse education systems in the world. From well-equipped urban schools comparable to the best schools in developed countries to poor rural schools that lack basic requirements for providing educational services, such as water, electricity, sewage, etc.

Given the above, it is not wise to apply, a universal system of management in such different education systems. It is much better option that principals, in accordance with the internal and external factors, apply the model that best fits the present educational system. It is shown that school principals should primarily to diagnose the state of an educational institution in accordance with it, and to apply the most appropriate management model. Basic characteristics and individual differences in school leadership styles are given in the following table[11]:

The previous table shows that each model has its own specifics i.e. different results of measured outcomes and the impacts on the teaching staff and the students.

4. UBUNTU AND LEKGOTLA AS MODELS OF EDUCATION SYSTEM LEADERSHIP IN SOUTH AFRICA

The above models that are used in the management of education systems and their application in South Africa are presented. The fact is that South Africa has a different system of education, ranging from modern to very primitive working conditions of individual school systems. In such circumstances, it is difficult to extract some common features and principles that would be equally valid for the educational system of this country.

A more detailed analysis shows that the models are taken from the theory and practice of developed market countries, as is the case in other developing countries and transition economies. Here, as in other areas has shown that developing countries and transition economies were mainly followers of what is happening in developed countries, where often the cosmetic changes, was mechanistically transmitted from these practices in other countries. Mechanical conveying of the experiences has not provided satisfactory results, because “not every seed grows on every soil.” Disproportions in social, economic and cultural development have prevented realization of minimal effects, which requires the construction of one school system leadership that fits developing countries or those in transition. This statement is true for South Africa too.

However, South Africa’s best-known leadership model is the so-called Ubuntu, which has its roots in traditional African society and represents the relationship between people, i.e. collectivity. It is in fact a model that in itself includes collective moral and collective character. It emphasizes that it is necessary that the head of the educational institution is a good person. It is believed that good man will become a good expert, while the poor man can never became a good expert. This reasoning makes sense, especially when it comes to educational institutions where there is a high presence of people. According to Mbigu, the most important thing is the fact that principal emphasize the “African cultural heritage, whose content is caring for people. Ubuntu, in the opinion of management theorists, particularly gain in importance in the

[11] S. Roncelli: *Primerjava managementa in vodenja v evropskih šolah*. Ljubljana: Materijali ŠR, 2004

future, because the collective morale and leader, who is a collective player can better articulate the interests of all stakeholders, in relation to the individual person.[12]
Msila goes one step further and claims that Ubuntu is one of the core values of the South African Constitution, which has its roots in traditional African society. It connects Ubuntu with democracy, arguing it is an ideal democratic principle that contributes to the moral stability, both in South Africa and at the global level.
According to previous, well-known ACE, South African School of Management introduces the Lekgotla concept. Under this concept leader, i.e. Kgosi should adopt the principle of trusting by followers in making management decisions. It turns out that the trust is the most important condition for leadership and that no one can exert influence on the employees and other parties, if there is no trust. The problem of trust is that it is very difficult to achieve, and easy to lose. Kgosi i.e. the leader must believe employees and people, and to listen to its voice without prejudice creating a permanent climate of trust. "
The problem of each concept is in the school system leadership is its use in developing countries and transition economies. Implementation of SASA (South African Schools Act) emphasized the importance of leadership and management practices in educational systems. "Principals are overwhelmed by politicians' advices, officials, consultants and academics on how to manage schools. Many of these recommendations are not imbued with explicit values or concepts. In practice, the conceptual language is often used to achieve the same objectives and intentions of policy."

5. RESUME

The paper emphasizes management models, i.e. managing educational systems with particular emphasis on the management of school systems in South Africa. It should be noted that for the educational systems is appropriate to use the term leadership, because the leadership as the classic phenomenon of leadership is more used in the management of educational institutions, while leadership is based more on recruiting staff and other stakeholders to create, i.e. to accept and implement ideas. The leadership, instead of management is typical of the intellectual organization in which should be applied "soft management style" by the rule in order to achieve satisfactory effects.
African school systems management model is more based on leadership as classical i.e. industrial system of using hierarchy, superiority and inferiority, and strong formal i.e. positional authority. Models in South Africa suggest that the concepts in managing various educational institutions. They provide a relatively clear legal framework of managing, but relatively little empirical background and support to these concepts. It seems that the concept of managing educational institutions in South Africa is normatively well-established, but in practice, its implementation is absent.
No matter which model is applying, the focus must be on teaching i.e. learning. South African Ministry of Education criticizes teachers and principals who are content with average. In order to apply the modern trends of education management systems, it is necessary to formulate

[12] L. Mbiga: "*Ubuntu: The African Dream in Management*, Randburg, SA: Knowlwsge Resources, 1997. p.139

a new strategy at the state and to understand education from a holistic point of view. Changes are needed in terms of greater autonomy of school leaders, because it is no longer possible to wait for the decision of the Government i.e. the Ministry. In this context, it is necessary to develop new techniques, skills and knowledge to manage school, but to prepare other participants in the educational process too.

It seems that the instructional or pedagogical leadership is the most appropriate for educational system leadership in South Africa. This includes designing or redesigning the existing school system in such a way that it is understood that the core mission of the school is to acquire knowledge, skills and abilities for the future, in order to address the increasingly complex and uncertain problems.

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[6] Vroom, *The New Leadership*, 1988, p. 33

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[11] Prema: S. Roncelli*, Primerjava managementa in vodenja v evropskih šolah,* Ljubljana, Materijali ŠR, 2004

[12] Detaljnije o navedenom u: L. Mbiga*, Ubuntu: The African Dream in Management,* Randburg, SA: Knowlwsge Resources, 1997, p.139

UNIVERSITY –INTEGRATOR AND CREATOR OF MODERN SOCIETY

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Abstract: *Today, in a global society of the totality sharing era, the world still lives together and parallel. The context of the relations in the Balkans is defined by cultural, economic, political and normative aspects burdened by stereotypes and prejudices. All this generates a situation in which the global is closer than the regional. The dialogue on cooperation towards the global is inexorably moving parallel with the local and the regional. Education in this context is the key and strategic factor of development and progress in creating knowledge and encouraging people to build an environment of evolution. Strengthening ties and sustainability through education is not only a provocation but also a task both of the key decision makers and the University as an institution and generator of the overall activities of the societies.*

Key words: *Globalization, Education, University*

1. INTRODUCTION

Education has always represented a specific area in which multiple relations and interets are intermingled, starting from personal (image, prestige, social position) up to values defining the world as a whole. Thus, the education position has always been the pandan of its assets, although its significance is not rarely minimized. As any other activity of vital importance, it represents the essential system of values verification, position of the society, and regulation of its relations, thus building and fostering progress and development. Evaluation has always been the privilege and opportunity for those who have absolved such a system of relations and values, although the position of the education authorities and creators of such a system is often inappropriate. The position not always depends on the capacity and values, but on the current moment and relationship of the ruling teams as well.

In the last two decades, under the circumstances of the two blocs (the EU and the Associatives), the education problem in the Balkans, due to different priorities and positions, is quite complex. So, for the countries oriented to the asociation (the so-called Western Balkans-WB) that understand transition as a „domestic question", the focus has been (and still is) turned on safeguarding the recognized borders.[1] These circumstances, logically, impose delayed activities in the „education adaptation". The WBs have rushed in the process composition of education adjustment standard at quite a late stage, due to which (and other reasons, normally) criticisms against it are still current.[2] Regardless of that, the education (maintained on the margins of existence) has diligently traced its road basing it on strenous personal engagement and contribution, alongside continually forgiving those it failed to „teach appropriately" to respect it and to evaluate it adequately. Under such circumstances, it is clear that it is focused on international equitation and curriculum quality based on the engagement of the teaching staff. [3]

2. ACTUALITIES & CHALLENGES

In respecting the paradigm change and the current moment, it is clear that the computing era has promoted a different style and manner of work and living. The computing science has even tried to raise itself above the very knowledge by promoting its instruments as nearly unique in significance. The computing science, by helping in the work in the context of humanization of relations, has deteriorated the matters. Linkage of people while distance is of no importance has made them more alienated. Instead of becoming closer, the global citizens have become more estranged with the help of the computer. Our rapprochment has become really virtual. Universal knowledge circulates in several billions of closed down worlds in which we all live alone instead of living together.

Nevertheless, the computing science has its own good aspects. Nothing is final any longer and what we have learned, we must constantly redefine and refresh. It is a very important segment exactly in the domain of education that is the only fundamental actor of social integration: political, economic, and normative. So, the role of education in modern context is more than just important: however, all this requires additionl activities of the society itself. A sluggish system needs to be placed in a flexible framework and traditionalism should be replaced with the current trends with no delay. In learning for a whole lifetime and in being turned, first of all, to itself, the University has a historical mission: the creation of a new style of relations and learning with respect for the imperatives of the current trends and by implementing new forms, models, and techniques, thus becoming the most important potential for the integration of the present alienation.

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[3] Graham Donaldson CB DEVELOPMENT OF NATIONAL TEACHER QUALIFICATION FRAMEWORKS ACROSS FIVE BALKAN COUNTRIES University of Glasgow January 2012 http://www.cep.edu.rs/sites/default/files/teacher_qualificationsin_five_balkan_countries.pdf

3. THE BALKANS IN THE CONTEXT OF LEARNING

During the late nineties and early twenty-first century, in Serbia is increasingly feeling the trend of globalization, strong external influences and pressures of unstable environment that equally affects businesses in the economy and non-economy when it is about organs of state administration. We are faced with competition in all areas of business, which is very tough and businesses are forced to make full use of all their goods and available potentials.[4]

The very changes emerging from the technological and computing revolution have already adopted new styles of attitude, habits and practices by simultaneously imposing new imperatives. In the wish to accomplish its two elementary functions (pedagogic and educational), the education needs to be engaged on its own. We have new requirements, new skills are necessary, and new different people have totally different expectations. The technology and computing science have developed a different atmosphere, while global tendencies and challenges must be overcome in the era of knowledge that forgives not inabilities and improvisations.

Being turned to the global implies that we have absolved the local and the regional that have been already harmonized. In the Balkan case, the imperatives of the globality are overcome parallel to the regiona and the local. The global is even less difficult than the latter. Nevertheless, we cannot free orselves of the impression that while recognizing and fitting-in the global values we come to the conclusion that we have already had them. The region (the Balkans) in which we live has spent the past two decades of globalization in conflicts (military, economic, political . . .). Instead of being turned to creations, innovations, and developments, we were turned to functional survival. An industry bereft of its strength and, as a reults of that, a stagnating education are the outcomes of the past transition. A lot of time has been wasted in the absence of deliberations and activities on the current trends. By developing it upon frustrations, burdens, and accusations, instead of making it one and joint, the Balkans has become a multitude of sad worlds that are still conducting parallel lives. Thus it happpened for the neighbors to become distant, while the global world became close. In the frameworks of the previous context, the education was lagging behind, awaiting better days which, after all, does not liberate it from its responsibilities.

4. PERSPECTIVES & RESPONSIBILITIES

At least partly, the blame for the poor cooperation in the Balkans is on the governments in the region that considered themselves the only legitimate representatives of the public interst and in that context they have continually ignored the suggetions for partnership links.[5] Knowledge and education are the most important resources of a long-term global society equally for the society and for the individuals. The very importance of the education emerges from the fact that educational poitics is an appeal for peace.[6] It is clear that the practice of the success-

[4] Dragiša Vićentijević, Milan Janković: KNOWLEDGE MANAGEMENT IN SERVICE INDUSTRY. *International Journal of Economics and law,* Vol. 2, No. 6, December 2012, Novi Sad, p. 36

[5] Rosa Balfour and Corina Stratulat, The democratic transformation of the Balkans EPC ISSUE PAPER NO.66, 2011

[6] Cultural relations and education policy in an age of globalization Gaining partners, spreading values,

ful is based on the individual capacities of the individuals who manage to attain the thrones more by intuition than by a scientific approach. The desire and hope as the last elements of human existence improve this trend of activities.

All the above mentioned points to the complexity of the relations and environment that have to be upgraded. Education as a system of measures and activities in this area has far more compound duties than anywhere else in the world. While learning, it is necessary to create an atmosphere of cooperation, with simultaneous respect for the traditional local values that have to be both incorporated and then harmonized. Overcoming parties' problems and disunity on the local level in the black-and-white world is one of the imperatives. Fighting bureaucratic environments of expressed authoritarianism is one of the barriers that also need to be overcome. To develop a different relationship towards creation and innovation instead of raising status-quo to the peak means to impose competence instead of positioning those who are learning, which is another mission. Incorporation of knowledge instead of inert action and flexibility is something that all the areas are lacking. To elevate the significance of the intellectualism and to transform the values of the society by the system of competition is more than just necessary.

The only option is to incorporate novelties via changes with respect for the traditional and tested values that are turned to the future while incorporating the ambiental into the global. Flexibility, quality of labor, competition, institutional democratization, aspiration to achievements, constant evaluation, high standards . . . are the principles that inspire and create progress. In this context, by forgetting what has been once achieved and by forgetting one's own pride, with newly redefined views first of all in relation to the labor manners and transfer of the real and truely needed knowledge and skills is the easiest way to the integration of the region.

5. CONCLUSION

The open question is what forces and what ways should be employed for the transformation of the awareness (one's own and the one of the other) and how to find out when and to what extent we are willing, declaratively, to start it all in practice. The practice indicates that we are aware about the inevitability of globalization and the consequent implications. We are aware that we shall have to incorporate novelties, but the question is why this is not happening at the right time. Aware of the process of globalization, we must not neglect the local and the regional in order to remain as active factors rather than being passive participants in other people's programs. Staring from the joint spirit as an imperative and standard of living instead of comfort, pride, and self-contempt with parallelism, we are developing an atmosphere of higher values in which and for which the University bears a large responsibility. The University (study and research) has a crucial role in developing ways and activities in that direction, while understanding before all the others that education has already become a global matter. To that extent, the University (higher education) is simultaneously a theater stage and an answer to global competition, cooperation, mobility, and cross-cultural encounters.[7] With

representing interests,p. 8, www.auswaertiges-amt.de/cae/servlet/.../AKBP-Konzeption-2011.pdf,

[7] Higher Education to 2030, VOLUME 2, GLOBALISATION CENTRE FOR EDUCATIONAL

respect to these positions one can surely expect that every education delivers as subtle results as possible. Four scenarios for the educational system development are possibly expected by the year 2030, which offer realistic but also different approaches. [8]

It is not good to start from the situation that we expect (which is the most simple) the education in the Balkans to remain on a national level and that from the present 2 (Serving Local-Community) it will not go beyond position 3 (New Public Responsibility). This would imply that we may be once again engaged in dealing with one's own national aspirations instead of enhancing regionalization and fostering the global to affect the development of the scenarios 1-4 (Higher Education Inc). Real integration and cooperation can only begin by reinforced awareness and the need for internationalization of both public and private education.

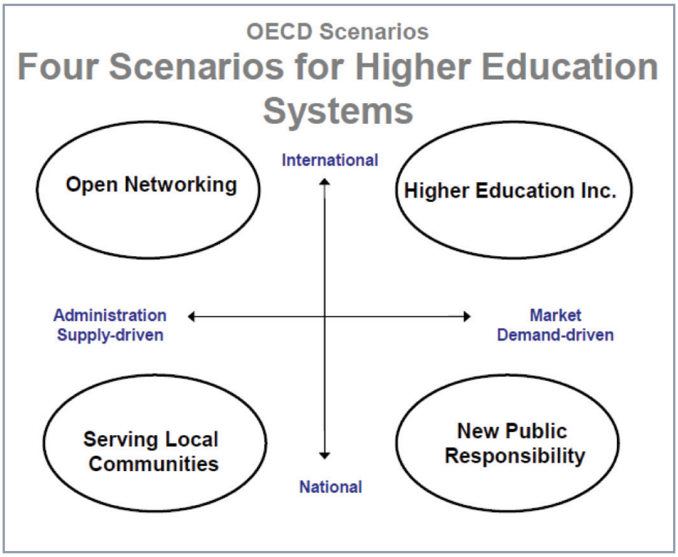

Image n. 1: Scenarios for the higher education system in 2030 (according to OECD)

This is not an activity to be performed overnight: it is an integrated and harmonized initiative of key incentives and creators of advancement. New people need a new type of a teacher: development of educational management on all levels, impetus for life-long learning and for using all the modern achievements, the professionalization, the quality, the competition, and the great expectations of the teacher.[9] In this sense, the creation of development mechanisms and of teachers' careers, of new skills, expertise harmonized with current achievement standards, and harmonized procedures for entering curriculum is also of importance on the route for providing new working conditions in the educational institutions. This is not a decree;

RESEARCH AND INNOVATION OECD, 2009 *www.oecd.org/publishing/corrigenda*.

[8] The Future of Higher Education Four OECD Scenarios, Milovanovitch M., OECD Directorate for Education 3rd Congress on Innovation Porto Alegre, 18 November 2010 http://www.fiergs.org.br/files/arq_ptg_6_1_7823.pdf

[9] Teachers for the Future – Teacher Development for Inclusive Education in the Western Balkans, Pantic, Closs, Ivosevic, 2011

it is a joint accomplishment of all the factors and participants in the process of education. A good quality educational system that will produce future values can only be created by a professional not burdened by politics but oriented to knowledge. Politics should develop the framework of possibilities and leave the job to the proven and turned to the future educational authorities. The reason is because the idea for joint spirit, linkage, and integration is developed and transferred by the teacher with all his authority and credibility who, by teaching about tomorrow, is simultaneously giving data and knowledge at the rigt time to the pupil who will need it in the future.

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СОЦИАЛЬНО-ДЕМОГРАФИЧЕСКИЕ И ТРУДОВЫЕ ХАРАКТЕРИСТИКИ ЧЕЛОВЕЧЕСКИХ РЕСУРСОВ ОРГАНИЗАЦИЙ РЕСПУБЛИКИ КОМИ*

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Аннотация: *на материалах социологического опроса рассматриваются социально-демографические и трудовые характеристики человеческих ресурсов организаций Республики Коми; приводится информация, в каком регионе респонденты получили свое профессиональное образование; анализируются данные о частоте смены места работы и ее продолжительности на последнем месте работы; выявлены основные каналы трудоустройства; описываются отраслевые перемещения работников обследованных предприятий.*

Ключевые слова: *социально-трудовые характеристики человеческих ресурсов.*

1. ВВЕДЕНИЕ

Для того чтобы «замерить» социально-демографические и трудовые характеристики человеческих ресурсов на городских предприятиях Республики Коми было проведено социологическое исследование среди занятых в экономике с применением анкетного опроса. Всего опрошено 1033 человека. В выборке представлены пять из десяти городов республики, доля каждого составила (%): Сыктывкар – 42,2; Ухта – 23,2; Воркута – 14,1; Усинск – 11,1 и Печора – 9,4. В численности населения доля жителей этих городов составляет 83,0% от городского населения и 64,1% от всего населения республики (2012 г.).

2. СОЦИАЛЬНО-ДЕМОГРАФИЧЕСКИЕ И ТРУДОВЫЕ ХАРАКТЕРИСТИКИ ЧЕЛОВЕЧЕСКИХ РЕСУРСОВ НА ГОРОДСКИХ ПРЕДПРИЯТИЯХ РЕСПУБЛИКИ КОМИ

В выборке представлены практически все отрасли народного хозяйства республики (%): промышленность – 34,1; торговля, МТС, общественное питание – 16,8; строительство – 10,9; транспорт и связь – 10,7; финансы, страхование, пенсионное обеспечение, управление, общественные организации – 10,4; отрасли социальной сферы – 8,8; ЖКХ и бытовое обслуживание – 4,8; сельское хозяйство – 1,8; другие отрасли – 1,7.

На мужчин приходится 51,7%, на женщин – 48,3%. По возрасту респонденты распределились так (%): до 24 лет – 16,4; 25-29 лет – 15,8; 30-34 лет – 12,8; 35-39 лет – 14,1; 40-44 лет – 13,9; 45-49 лет – 12,5; 50-54 лет – 9,5; 55-59 лет – 3,2; 60 лет и старше – 1,8. Средний (медианный) возраст респондентов составляет 37,3 лет, что на 2,5 лет меньше, чем в среднем по городскому населению республики в возрасте 15-72 лет, занятого в экономике (39,8 лет, 2010 г.).

По национальности среди респондентов преобладают русские – 64,8%, затем следуют коми – 17,8%, украинцы – 6,3%, татары – 3,7%, белорусы – 3,0%, чуваши – 1,0%, немцы – 0,9%, молдаване – 0,9%, представители других национальностей – 1,6%. Для сравнения приведем данные переписи населения 2010 г. по обследованным городам (%): по национальности среди населения преобладают русские – 71,4; затем следуют коми – 16,1; украинцы – 4,5; татары – 1,6; белорусы – 1,1; немцы – 0,7; чуваши – 0,7; молдаване – 0,2; представители других национальностей – 3,7.

Городское население республики, принявшее участие в опросе, достаточно образованно (%): имеют высшее или незаконченное высшее профессиональное образование – 44,1; среднее профессиональное образование – 28,3; начальное профессиональное образование – 16,4; у остальных опрошенных общее полное и неполное образование – 11,2.

Брачное состояние опрошенных респондентов выглядит следующим образом (%): никогда не состояли в браке – 22,7; состоят в зарегистрированном браке – 49,9; в незарегистрированном браке – 10,9; разведены – 11,8; вдовые – 4,7. Для сравнения – по переписи городского населения республики в 2010 г. (%): никогда не состояли в браке – 21,5; состоят в зарегистрированном браке – 47,2; в незарегистрированном браке – 11,0; разведены – 10,7; вдовые – 9,6.

По наличию детей респонденты представлены следующим образом (%): 22,0 – не имеют детей, у 33,1 – один ребенок, у 38,2 – двое детей, имеют три ребенка – 4,8 и четверо и более детей у 1,9. У городского населения, принявшего участие в опросе, средняя детность составила 1,33 ребенка, а у городского населения по республике в целом ниже – 1,31.

Почти две трети опрошенных жителей городов имеют благоустроенную отдельную квартиру (69,8%), примерно каждый десятый живет в общежитие (9,0%), столько же снимает жилплощадь (8,8%), имеют индивидуальный дом (5,2%), остальные (7,2%) имеют разного вида благоустроенное и неблагоустроенное жилье. Необходимо также отметить, что в выборке представлены все категории персонала предприятий (%): руководители – 12,6; специалисты – 24,2; служащие – 12,6; рабочие – 50,6 [1, с. 146-147].

Важнейшей характеристикой человеческих ресурсов предприятий республики является их профессиональная подготовка. Общую оценку профессиональной подготовки мы охарактеризовали выше, здесь же необходимо осветить, где работники получили свое профессиональное образование. В целом по выборке, отвечая на вопрос: «Где Вы приобрели профессию, по которой работаете сейчас?», респонденты дали следующие ответы (%): 64,1 – здесь, в этом населенном пункте, где живу и работаю; 19,7 – профессию получил за пределами Республики Коми; 16,2 – профессию получил в другом населенном пункте Республики Коми. Из ответов видно, что большая часть работников обследованных предприятий (80,3%) профессию получили в образовательных профессиональных учебных заведениях республики (табл. 1).

Таблица 1. Распределение ответов на вопрос: «Где Вы приобрели профессию, по которой работаете сейчас?» в зависимости от пола, возраста, статуса и места рождения, %

Социально-демографические характеристики	Место приобретения профессии			
	за пределами Республики Коми	в Республике Коми	из них	
			в населенном пункте, где живут и работают	в другом населенном пункте
Пол:				
мужчины	19,7	80,3	64,8	15,5
женщины	19,5	80,5	63,7	16,8
Возраст, лет:				
до 24	4,9	95,1	78,0	17,1
25-29	13,1	86,9	74,5	12,4
30-34	20,6	79,4	58,0	21,4
35-39	17,9	82,1	62,1	20,0
40-44	25,3	74,7	59,2	15,5
45-49	31,3	68,7	52,3	16,4
50-54	29,6	70,4	61,2	9,2
55-59	18,2	81,8	60,6	21,2
60 и старше	44,4	55,6	55,6	0,0
Статус:				
руководители	39,5	60,5	46,5	14,0
специалисты	20,2	79,8	64,9	14,9
служащие	15,6	84,4	72,7	11,7
рабочие	15,4	84,6	66,6	18,0
Место рождения:				
местные уроженцы	10,4	89,6	77,6	12,0
приезжие	29,4	70,6	49,5	21,1

По данным табл. 1 можно сделать вывод, что в настоящее время по большинству профессий республика обеспечивает себя профессиональными кадрами самостоятельно. Это хорошо видно, если посмотреть на профессиональную подготовку во временном срезе (по возрасту респондентов) и по месту их рождения. В последние годы практи-

чески вся молодежь в возрасте до 24 лет получает профессиональное образование в республике (95,1%), в советские годы примерно каждый третий-четвертый учился за ее пределами. Также можно отметить, что 10,4% местных уроженцев и 29,4% приезжих получили профессиональное образование за пределами республики. Выходит, что 70,6% приезжих получают профессиональное образование в республике.
Следующей характеристикой трудовой биографии работников является их перемещение между предприятиями, а также частота этих перемещений. Для большинства работников (75,7%) настоящее место работы было не первым в их трудовой биографии, таковым оно являлось лишь для каждого четвертого (24,3%). Для работников обследованных предприятий характерна высокая трудовая мобильность. Отвечая на вопрос анкеты: «Если данное предприятие не первое, то сколько мест работы было у Вас за весь период трудовой деятельности, не считая данного предприятия?», респонденты дали следующие ответы (%): одно место – 18,9; два места – 28,7; три места – 27,6; четыре места – 12,9; пять мест и более – 11,9. За период трудовой деятельности каждый работник менял место работы примерно три раза (табл. 2).

Таблица 2. Распределение ответов на вопрос: «Если данное предприятие не первое в вашей трудовой биографии, то сколько мест работы было у Вас за весь период трудовой деятельности,
не считая данного предприятия?» в зависимости от пола, возраста и статуса, %

Социально-демографические характеристики	Количество мест работы				
	одно место	два места	три места	четыре места	пять мест и более
Пол:					
мужчины	17,0	25,6	27,5	14,5	15,4
женщины	21,2	32,0	27,6	11,0	8,2
Возраст, лет:					
до 24	32,6	29,2	27,0	3,4	7,8
25-29	31,4	38,1	21,2	5,1	4,2
30-34	21,4	35,7	21,4	14,3	7,2
35-39	14,4	31,8	34,1	8,3	11,4
40-44	10,5	27,1	24,8	21,8	15,8
45-49	14,9	22,8	31,6	18,4	12,3
50-54	14,3	18,7	31,8	17,6	17,6
55-59	9,6	19,4	25,8	19,4	25,8
60 и старше	11,8	11,8	41,1	0,0	35,3
Статус:					
руководители	15,4	27,3	30,0	16,4	10,9
специалисты	19,2	34,1	26,0	13,0	7,7
служащие	19,6	31,4	30,4	14,7	3,9
рабочие	19,2	25,7	26,9	11,7	16,5

Анализируя представленные данные, можно отметить, что с возрастом увеличивается частота смены места работы. Это и закономерно. Но что настораживает – более половины опрошенных меняли место работы три и более раза (52,4%). Особо следует обратить внимание на старшую возрастную группу – 55-60 лет и старше, среди них от 26 до 35% меняли место работы пять и более раз. Есть различия в частоте смены предприятий в зависимости от пола, здесь можно отметить большую интенсивность женщин по отношению к мужчинам при смене мест работы от одного до трех раз, а затем, наоборот, большую интенсивность мужчин. Из этого следует, что мужчины, в отличие от женщин, чаще меняют место работы. Рассматривая коллектив предприятия по служебной иерархии или по статусу, можно отметить менее склонных к перемене мест работы служащих и специалистов и, наоборот, чаще меняющих работу руководителей и рабочих.

Информативной характеристикой трудовой биографии выступает длительность работы работников обследованных предприятий на последнем месте работы. Так, отвечая на вопрос анкеты: «Сколько лет Вы работаете на данном предприятии?», респонденты ответили (%): менее года – 12,9; от года до 3 лет – 20,2; от 3 до 5 лет – 19,1; от 5 до 10 лет – 24,8; от 10 до 15 лет – 11,9; 15 лет и более – 11,1. Средний период работы на одном месте по выборке в целом составил 6,5 лет. На продолжительность работы на одном месте влияет и статус работника (табл. 3).

Таблица 3. Распределение ответов на вопрос: «Сколько лет Вы работаете на данном предприятии?» в зависимости от пола и статуса, %

Социально-демографические характеристики	Количество лет работы					
	менее 1 года	от 1 года до 3 лет	от 3 до 5 лет	от 5 до 10 лет	от 10 до 15 лет	15 лет и более
Пол:						
мужчины	11,9	18,2	21,6	26,8	11,9	9,6
женщины	14,1	22,2	16,5	22,5	11,8	12,9
Статус:						
руководители	6,2	11,7	14,1	27,3	18,8	21,9
специалисты	13,8	20,2	22,3	23,5	11,3	8,9
служащие	19,4	15,5	17,1	26,4	7,7	13,9
рабочие	12,0	23,7	19,6	24,5	11,7	8,5

Среди тех, кто проработал менее трех лет, больше женщин (36,3%), чем мужчин (30,1%); больше специалистов (34,0%), чем руководителей (17,9%); более 10 лет работают на одном месте мужчины (21,5%), женщины (24,7%), руководители (40,7%), служащие (21,6%), специалисты (20,2%) и рабочие (20,2%).

По-разному начинается и складывается трудовая биография у каждого человека. Поскольку рынок труда предлагает вполне определенный набор рабочих мест, который в силу объективных обстоятельств должен быть своевременно заполнен, то каждый конкретный человек заполняет то рабочее место, которое было на момент поиска вакантным и доступным. Материалы опроса позволяют посмотреть, на каких предприятиях проходила трудовая деятельность респондентов.

В гендерном разрезе формирование человеческих ресурсов предприятий имеет определенные различия. Прежний труд мужчин, в отличие от женщин, больше был связан с предприятиями промышленности, строительства, транспорта и связи. Женщин пришло больше, чем мужчин, из торговли, МТС и общественного питания; отраслей социальной сферы; из финансовых структур, страхования, пенсионного обеспечения, аппарата управления и общественных организаций.

Между возрастом и прежним местом работы также просматривается определенная зависимость. Молодежь до 24 лет свою трудовую карьеру начинала на предприятиях торговли, МТС и общественного питания; строительства и отраслей социальной сферы. У населения старших возрастов доминируют две отрасли: промышленность и строительство. Но это и закономерно, в 1970-е гг. в республике закладывались основы современной экономики, шло бурное строительство (табл. 4).

Таблица 4. Распределение ответов на вопрос: «На каких предприятиях проходила Ваша предыдущая деятельность?» в зависимости от пола, возраста и статуса, %

Социально-демографические характеристики	Отрасли народного хозяйства предыдущих мест работы								
	промышленность	строительство	сельское хозяйство	ТРАНСПОРТ, СВЯЗЬ	ТОРГОВЛЯ, МТС, ОБЩЕСТВЕННОЕ ПИТАНИЕ	ЖИЛИЩНО-КОММУНАЛЬНОЕ ХОЗЯЙСТВО, БЫТОВОЕ ОБСЛУЖИВАНИЕ	ОТРАСЛИ СОЦИАЛЬНОЙ СФЕРЫ	ФИНАНСЫ, СТРАХОВАНИЕ, ПЕНСИОННОЕ ОБЕСПЕЧЕНИЕ, УПРАВЛЕНИЕ, ОБЩЕСТВЕННЫЕ	ДРУГИЕ
Пол:									
мужчины	34,1	24,5	5,5	18,3	13,0	8,5	6,6	5,1	2,4
женщины	22,4	9,9	5,8	5,0	27,0	7,7	12,5	10,3	1,8
Возраст, лет:									
до 24	14,3	20,5	0,9	6,2	28,6	5,4	15,2	6,2	2,7
25-29	27,5	6,9	6,9	10,7	29,0	6,1	3,0	7,6	2,3
30-34	27,3	23,5	6,1	10,6	21,2	5,3	12,1	6,1	3,8
35-39	37,9	18,6	5,5	14,5	20,7	10,3	6,9	9,7	2,1
40-44	33,3	21,5	6,3	17,4	23,6	9,7	11,1	10,4	0,0
45-49	41,1	22,5	9,3	14,0	16,3	13,2	10,9	10,1	3,9
50-54	32,7	18,4	7,1	15,3	16,3	10,2	12,2	9,2	2,0
55-59	36,4	27,3	6,1	21,2	12,1	15,2	18,2	6,1	3,0
60 и старше	36,8	21,1	10,5	10,5	5,3	10,5	15,8	0,0	0,0
Статус:									
руководители	38,0	20,2	1,6	11,6	17,8	1,6	7,8	14,7	1,6
специалисты	26,6	14,9	2,8	9,7	21,0	6,5	14,1	12,5	3,6
служащие	16,7	8,7	4,8	11,9	27,0	3,2	18,2	8,7	0,8
рабочие	30,5	20,5	8,3	13,3	18,1	11,8	5,6	3,3	1,9

Особое внимание необходимо обратить на отраслевые перемещения у персонала организаций в зависимости от статуса. У руководителей, специалистов и рабочих прежним местом работы были три отрасли: промышленность; строительство; торговля, МТС и общественное питание. У служащих иные приоритеты: на первом месте стоит торговля, МТС и общественное питание, затем следуют отрасли социальной сферы и третье место за промышленностью.

Таблица 5. Распределение ответов на вопрос: «Каким образом Вы попали на работу на данное предприятие?» в зависимости от пола, возраста и статуса, %

Социально-демографические характеристики	Способы трудоустройства								
	самостоятельно, через отдел кадров	в порядке организованного набора	по направлению после окончания учебы	по комсомольской путевке, общественному призыву	в порядке перевода с другого предприятия	направлен на работу по распределению	через бюро по трудоустройству	при содействии или по совету родственников, друзей, знакомых	другой
Пол:									
мужчины	41,6	5,1	6,3	0,8	6,4	1,1	5,3	32,1	1,3
женщины	38,2	5,9	4,9	1,0	6,4	1,2	5,5	36,3	0,6
Возраст, лет:									
до 24	48,5	2,4	4,9	0,0	0,6	0,0	3,6	39,4	0,6
25-29	32,5	5,5	6,1	1,2	0,6	3,1	7,4	41,7	1,9
30-34	34,9	3,8	10,6	1,5	4,5	0,0	5,3	38,6	0,8
35-39	37,2	6,2	2,1	0,7	7,6	0,7	7,6	36,5	1,4
40-44	41,6	5,6	4,9	0,0	14,1	1,4	6,3	25,4	0,7
45-49	38,3	10,2	7,0	2,3	4,7	0,0	7,0	29,7	0,8
50-54	44,9	5,1	5,1	1,0	14,3	3,1	2,0	24,5	0,0
55-59	39,4	6,1	3,0	0,0	15,2	3,0	3,0	30,3	0,0
60 и старше	55,5	5,6	0,0	0,0	11,1	0,0	0,0	22,2	5,6
Статус:									
руководители	37,5	7,0	5,5	0,8	10,9	1,6	3,9	30,5	2,3
специалисты	35,5	2,8	4,5	1,2	7,7	1,6	4,0	41,9	0,8
служащие	39,5	3,1	3,1	1,5	10,9	1,5	10,1	29,5	0,8
рабочие	42,4	7,0	6,8	0,6	3,7	0,8	5,6	32,3	0,8

Следующей характеристикой трудовой биографии человеческих ресурсов организаций являются способы или каналы трудоустройства. Первое, что можно констатировать по результатам исследования, – это наличие двух основных способов или каналов трудоустройства: самостоятельное трудоустройство через отдел кадров – 39,8% и трудоустройство при содействии или по совету родственников, друзей, знакомых – 34,1%.

Второе – незначительная доля трудоустройства с помощью службы занятости (5,6%). Третье – наличие исторических форм набора персонала: в порядке перевода с другого предприятия – 6,4%; по направлению после окончания учебного заведения – 5,6%; в порядке организованного набора – 5,4%; по комсомольской путевке, общественному призыву – 0,9% (табл. 5).

Из табл. 5 видно, что способы трудоустройства у мужчин и женщин схожи. Основной канал трудоустройства – самостоятельно, через отдел кадров – имел большее значение для молодых работников в возрасте до 24 лет, для тех, кому сегодня 40-44, 50-54 и 60 лет и старше и меньшее – для тех, кому 25-39 лет. Для респондентов в возрасте до 39 лет также значимым каналом трудоустройства является «при содействии или по совету родственников, друзей, знакомых».

Для руководителей, служащих и рабочих канал трудоустройства «самостоятельно, через отдел кадров» занимает первое место. На втором месте стоит способ «при содействии или по совету родственников, друзей, знакомых». У специалистов эти способы стоят в обратном порядке. На третьем месте по значимости у руководителей, специалистов и служащих каналом трудоустройства является «в порядке перевода с другого предприятия». Но что необходимо подчеркнуть, канал трудоустройства через службу занятости пока не нашел должного внимания у населения республики.

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СТРАТЕГИЧЕСКИЕ ПРИОРИТЕТЫ ВНЕШНЕЭКОНОМИЧЕСКОЙ ДЕЯТЕЛЬНОСТИ УКРАИНЫ И СЕРБИИ

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Аннотация: *Исследованы трансформационные процессы социально-экономического развития Украины и Республики Сербия, других балканских стран, их влияние на повышение качества жизни населения. Анализируются тенденции изменений в структуре ВВП двух стран. Дана оценка состоянию и приоритетным направлениям развития внешнеэкономических связей Украины и Сербии (ЕС, СНГ, БРИКС и др.). Констатируется преобладание в структуре экспорта Украины и Сербии продукции сырьевого сектора экономики. Акцентируется внимание на необходимости активизации инновационных процессов в национальной экономике как важнейшем факторе повышения ее конкурентоспособности. Обращается внимание на важность совершенствования структуры товарооборота между Украиной и Сербией в направлении увеличения доли наукоемкой, высокотехнологичной продукции.*

Ключевые слова: *внешнеэкономическая деятельность, глобализация, инновация, качество жизни, стратегия*

1. ПОСТАНОВКА ПРОБЛЕМЫ

Главное предназначение государства заключается в заботе всех структур власти о росте благосостояния своих граждан, защите их интересов и чаяний (ожиданий, желаний, мечтаний, фантазий, надежд). Государство благосостояния – это общество, в котором все граждане страны могут рассчитывать на получение минимального дохода и необходимых общественных услуг. Среди показателей, характеризующих благосостояние людей: продолжительность и качество жизни, уровень заработной платы, ВВП на душу населения и т.д. Улучшение качества жизни находится в прямой зависимости от состояния экономики, промышленного потенциала, образования, науки, культуры, морали. Актуальность проводимого нами исследования как раз и состоит в том, что и в Украине, и в Сербии, и во многих других странах не выработан достаточно эффективный механизм управления социально-экономическим развитием с ориентиром на инновационную модель. Система интересов общества в целом и каждого гражданина в отдельности не надлежащим образом направлена на увеличение совокупного общественного продукта за счет инновационной составляющей. К примеру, за период независимости (1991-2013гг.) в Украине осуществляется процесс не инновационного развития, а инновационного регресса, инновационной деградации. Носит этот процесс явно стабильно-инерционный характер и в количественных, и в качественных показателях, и в стоимостном, и в натуральном измерениях. Причем, речь идет о сравнении нынешнего состояния экономики Украины с ее прошлым (с 1990г.), а также по сравнению с другими странами мира.

Для реализации программы социально-экономического развития Украины по так называемой «инновационной модели» создана достаточно солидная нормативно-правовая база в виде законов, указов, концепций и т.д. (с 1991г. принято более 400 документов на государственном уровне). Тем не менее, в результате так называемой «инновационной деятельности» как ключевой составляющей социально-экономического развития в Украине: достаточно короткая продолжительность жизни, низкая заработная плата, высокий уровень коррупции, существенное расслоение общества на богатых и бедных.

Проблемам инновационного развития национальной экономики в условиях ее открытости, в условиях глобализационных вызовов уделено внимание со стороны многих отечественных и зарубежных ученых, среди которых такие известные имена, как: Алымов А.Н., Андрощук Г.А., Ансофф И., Бажал Ю.Н., Геец В.М., Глазьев С.Ю., Глухов В.В., Йованоски Д., Каренов Р.С., Малицкий Б.А., Патон Б.Е., Пахомов Ю.Н., Подпрятов С.Е., Радосавлевич Ж., Соловйов В.П., Твисс Б., Федулова Л.И., Франко И.Я., Чирков В.Г., Шумпетер Й. Вместе с тем, многие вопросы теоретического и практического характера относительно создания и функционирования эффективного механизма управления инновационным развитием, включая международное торгово-экономическое и научно-техническое сотрудничество, все еще остаются не достаточно изученными.

Целью проводимого исследования является развитие теоретико-методологических основ формирования стратегии социально-экономического развития государства с использованием инновационной модели и поиск путей совершенствования механизмов ее реализации в условиях глобализации. Достижение поставленной цели требует решения широкого круга задач: акцентировать внимание на необходимости активизации инновационных процессов в развитии национальной экономики; проанализировать опыт зарубежных стран в разработке и реализации инновационной модели социально-экономического развития; оценить состояние и перспективы развития внешнеэкономических связей Украины и Сербии, включая сферу международного научно-технического сотрудничества.

2. КАЧЕСТВО ЖИЗНИ КАК ГЛАВНЫЙ ОРИЕНТИР ФУНКЦИОНИРОВАНИЯ СТРАНЫ

Нормативная теория благосостояния концентрирует свое внимание на том, как должна быть организована экономическая деятельность. Отличительной чертой позитивной экономической теории является то, что она изучает, как функционирует экономика в действительности. Критерии благосостояния – это правила, с помощью которых определяется, является ли одно состояние экономики хуже или лучше другого. В нашем исследовании сравнивается состояние экономики Украины с другими странами и, прежде всего, со странами, с которыми у нас много общего (география, история, письменность, язык, религия, культура). Благосостояние выступает характеристикой социально-экономических условий жизни и удовлетворения потребностей населения. Для международного сопоставления уровня жизни (благосостояния) ООН использует такой показатель, как Индекс развития человеческого потенциала (ИРЧП). Этот показатель включает в себя преобразованный национальный доход на душу населения, продолжительность жизни, уровень образования.

Уровень доходов в целом – это результат развития экономики страны и наличия в ней природных ресурсов. Дифференциация доходов складывается под воздействием экономических, демографических, социальных, экологических факторов и измеряется соотношением уровня материальной обеспеченности 10 процентов наиболее и 10 процентов наименее обеспеченных групп населения (децильный коэффициент). Одной из характеристик благосостояния населения является также степень соответствия денежных доходов прожиточному минимуму. Прожиточный минимум – это показатель объема и структуры потребления важнейших материальных благ и услуг на минимально допустимом уровне, обеспечивающем условия поддержания активного физического состояния населения.

Таблица 1. Основные показатели социально-экономического развития балканских стран и Украины

Страны	ВВП (номинал), млн. дол. США	ВВП (ППС), млн. международных дол.	ВВП (ППС) на душу населения, дол./чел.	Индекс развития человеческого потенциала	Средне-месячная зарплата, евро
Албания	11,578 (117)	21,828 (110)	7,468 (95)	0,739 (70)	288
Болгария	44,843 (75)	93,569 (66)	12,934 (68)	0,771 (55)	307
Босния и Герцеговина	16,202 (104)	31,798 (103)	7,816 (93)	0,733 (74)	423
Греция	305,005 (31)	341,127 (33)	28,496 (31)	0,861 (29)	750
Македония	9,580 (122)	21,351 (120)	9,868 (82)	0,728 (78)	338
Сербия	38,921 (80)	79,013 (78)	10,252 (80)	0,776 (59)	377
Словения	46,442 (74)	58,979 (86)	28,073 (32)	0,884 (21)	973
Хорватия	59,917 (66)	80,983 (77)	17,819 (49)	0,796 (46)	731
Черногория	3,884 (147)	7,029 (147)	10,775 (78)	0,771 (54)	483
Украина	136,561 (52)	327,937 (102)	6,698 (102)	0,729 (76)	247

Составлено автором на основе данных ООН, МВФ за 2010-2012гг. В скобках указаны места стран в мировых рейтингах

В табл. 1 представлены основные показатели социально-экономического развития балканских стран и Украины. Если судить по показателю ВВП (ПКС), то в группу стран с наиболее высокими показателями входят Греция, а также Болгария, Хорватия и Сербия. И по показателю ВВП (ПКС) на душу населения, и по ИРЧП более благополучными странами являются Греция, Словения, Хорватия. Среднемесячная зарплата самая высокая в Словении, Греции, Хорватии. Скромнее здесь позиции Украины и Албании, а также Болгарии, Македонии и Сербии.

3. ТОРГОВО-ЭКОНОМИЧЕСКИЕ ОТНОШЕНИЯ МЕЖДУ УКРАИНОЙ И СЕРБИЕЙ

Украина проводит политику экономического сотрудничества с 217 странами мира. Главными стратегическими партнерами Украины считаются: Россия, ЕС, США. К этой «тройке призеров», на наш взгляд, следует отнести: страны-соседи (по суше и по морю); страны, которые входят в ЕврАзЭС (Беларусь, Казахстан, Киргизия, Россия, Таджикистан и Узбекистан); страны БРИКС (Бразилия, Россия, Индия, Китай, Южно-Африканская Республика); балканские страны (Сербия, Македония, Черногория, Словения, Хорватия, Босния и Герцеговина). Политические интересы Украины должны тесно сочетаться с экономическими интересами. С главными стратегическими партнерами (Россия, ЕС, США) мы имеем устойчивое отрицательное сальдо во внешней торговле. До 2006г. сальдо внешней торговли имело позитивное значение. Экспорт превышал объем импорта. Сейчас ситуация – противоположная (табл.2). Отрицательный баланс в проведении экспортно-импортных операций с другими странами за последние годы свидетельствует об активизации товарооборота явно не на пользу украинского государства.

Таблица 2. Показатели внешнеэкономической деятельности Украины за 2005-2012гг.

Показатель	2005	2006	2007	2008	2009	2010	2011	2012
Экспорт товаров, млн. дол. США	34286,7	38367,7	49248,1	66954,4	59702,9	51430,5	68394,2	33677,8
Темп роста экспорта, %	5,0	11,9	28,4	36,0	-40,7	29,5	33,0	2,5
Импорт товаров, млн. дол. США	36141,1	45034,5	60669,9	85535,4	45435,6	60740,0	82 608,2	40893,8
Темп роста импорта, %	24,6	24,6	34,7	41,0	-46,9	33,7	36,0	6,6
Баланс внешней торговли товарами, млн. дол. США	-1854,4	-6666,8	-11421,8	-18581,0	-5732,7	-9309,5	-14214,0	-7216,0
Баланс внешней торговли услугами, млн. дол. США	3223,8	3693,1	4110,9	5047,3	4352,0	6311,7	7557,0	3361,0
Баланс внешней торговли, млн. дол. США	1369,4	-2973,7	-7310,9	-13533,7	-1380,7	-2997,8	-6657,0	-3855,0

Составлено автором по данным Госкомстата Украины

Особое место во внешнеэкономической деятельности Украины, безусловно, занимают балканские страны (табл. 3). Данные, характеризующие состояние торговли товарами по итогам 2011г., свидетельствуют о том, что по объему товарооборота наиболее тесные взаимосвязи Украины сложились с Болгарией, а также Грецией, Сербией, Словенией и Македонией. Отметим, что в течение многих лет торгово-экономические отношения с балканскими странами выглядят явно на пользу украинской стороны за исключением лишь Словении.

Таблица 3. Структура внешней торговли товарами Украины с балканскими странами, млн. дол. США

Страны	Товарооборот	Экспорт	Импорт	Сальдо
Албания	60,405	58,463	1,942	56,521
Болгария	1025,067	755,413	269,654	485,759
Босния и Герцеговина	66,024	45,439	20,585	24,854
Греция	419,931	291,238	128,693	162,545
Македония	229,357	81,812	147,545	-65,733
Сербия	388,951	273,645	115,306	158,339
Словения	265,618	10,734	254,884	-244,150
Хорватия	104,384	51,502	52,882	-1,380
Черногория	3,725	2,639	1,086	1,553

Составлено автором по данным Госкомстата Украины за 2011г.

Что касается торгово-экономических связей между Украиной и Республикой Сербия, то они берут свое официальное начало с первого дня установления дипломатических отношений между двумя странами (15 апреля 1994г.). Созданная договорно-правовая база двусторонних отношений обеспечивает надлежащее правовое регулирование ключевых вопросов украинско-сербского сотрудничества в политической, торгово-экономической и культурно-гуманитарной сферах. К ней, в частности, принадлежат такие важные документы, как соглашения о торговле и экономическом сотрудничестве, о взаимном содействии и защите инвестиций, об избегании двойного налогообложения, о сотрудничестве в отрасли здравоохранения, о научно-техническом сотрудничестве, о сотрудничестве в сфере образования, культуры и спорта, о военно-техническом сотрудничестве и т. п.

На начало 2012г. в украинско-сербских отношениях действовало 73 документа, в т.ч. 4 межгосударственных, 18 межправительственных, 23 межведомственных, 6 межрегиональных соглашений, 10 меморандумов и 12 протоколов. Украина относится к 20-ти наибольших торговых партнеров Сербии. Анализ украинско-сербских торгово-экономических отношений свидетельствует о возобновлении потерянных в период первой волны мирового экономического кризиса показателей взаимной торговли (табл. 4). По данным Государственной службы статистики Украины, товарооборот между Украиной и Сербией в январе-марте 2012г. составил 59,03 млн. дол. США: украинский экспорт товаров – 36,93 млн. дол. США, а сербский импорт в Украину – 22,10 млн. дол. США.

Таблица 4. Показатели двусторонней торговли товарами между Украиной и Сербией, млн. дол. США

Показатели	2001 (СРЮ)	2005 (С+Ч)	2006 (С+Ч)	2007	2008	2009	2010	2011	2012 (I-XI)
Экспорт	60,5	250,8	250,2	348,8	555,6	133,7	199,0	273,7	118,2
Импорт	22,7	53,1	72,2	66,3	87,9	49,6	75,9	115,3	113,1
Сальдо	37,8	197,7	178,0	282,5	467,7	84,1	104,1	158,4	5,1
Товарооборот	83,2	303,9	322,4	415,1	643,5	183,3	274,9	389,0	231,3

Примечание: СРЮ – данные приведены с учетом членства Сербии в составе Союзной Республики Югославии; (С+Ч) – данные приведены с учетом того, что Сербия и Черногория были в составе единого государства (СРЮ)
Составлено автором на основе данных Госкомстата Украины

В первом квартале 2012г. основными группами экспорта украинских товаров в Республику Сербию оставались: руды, шлаки и зола (47,7%), черные металлы (24,6%), изделия из черных металлов (10,2%), древесина и изделия из древесины (4,9%), бумага и картон (3,3%), семена и плоды масличных растений (1,7%), экстракты дубильные, красители (1,5%), удобрения (1,2%), топлива минеральные, нефть и продукты ее перегонки (0,8%), соль, сера, штукатурные материалы, цемент (0,7%). Основными группами импорта сербских товаров в Украину являются: пластмассы и полимерные материалы (38,4%), древесина и изделия из древесины (10,0%), электрические машины и оборудование (7,1%), зерновые культуры (6,2%), фармацевтическая продукция (5,7%), котлы, машины, аппараты и механические устройства (5,6%), бумага и картон (2,8%), изделия из меди (1,5%), семена и плоды масличных растений (1,0%).
Первое место в списке экспортированных Сербией в 2011г. товаров занимают железо и нелегированная сталь – на сумму в 35 млн. дол., тогда как первое место в списке импорта занимает сырая нефть – на 131 млн. дол., - сообщает Республиканское управление по статистике. На втором месте в списке экспорта – покрышки для автомобилей (21 млн. дол.), на третьем месте – запчасти для самолетов, поездов и кораблей (на 18 млн. дол.), на четвертом – сахар-рафинад (на 17 млн. дол.). Кукурузы экспортировано на 16 млн. дол., телефонов для проводной сети – на 15 млн. дол., женских колготок – на 14 млн. дол. и на 14 млн. дол. – замороженной малины. Последние места в топ-листе сербского экспорта делят электроэнергия и очищенная медь в пластинах и листах – на 13 млн. дол. США.
Первое место в списке импорта занимает сырая нефть – на 131 млн. дол., второе место – моторные масла, на третьем – телефоны на 30 млн. дол., далее идет природный газ - на 28 млн. дол., лекарства для розничной продажи – 19 млн. дол., кокс и полукокс из каменного угля – 14 млн. дол., очищенная медь – на 13 млн. дол. и нелегированный алюминий на 13 млн. дол. Ввоз дизельных автомобилей с объемом выше 1500, но меньше 2500 куб. см. составил 11 млн. дол., а последний в топ-листе – кофе в зернах, его ввезли в Сербию на 9 млн. дол. США.

4. СТРАТЕГИЧЕСКИЕ ОРИЕНТИРЫ ВО ВНЕШНЕЭКОНОМИЧЕСКОЙ ДЕЯТЕЛЬНОСТИ УКРАИНЫ И СЕРБИИ

Основными странами во внешней торговле Украины являются: Россия, Германия, Туркменистан, Китай, Турция, Польша, Беларусь. Главными стратегическими партнерами Сербии при осуществлении экспортно-импортных операций выступают: Германия, Россия, Италия, Румыния, а также страны, ранее входящие в состав СФРЮ. Не трудно заметить, что Украина и Сербия где-то одинаково сориентированы на ЕС и Россию. Отличительной особенностью между двумя странами является тот факт, что Сербия официально получила статус кандидата на вступление в Евросоюз. Такое решение было принято 01.03.2012г., на саммите ЕС. Если при осуществлении внешнеэкономической деятельности у Сербии и де-юре, и де-факто стратегическим партнером №1 является ЕС, то у Украины де-факто экономические интересы явно на стороне России.

В соответствии с данными Республиканского статистического комитета Сербии, товарооборот республики с зарубежными странами в январе-июне 2012г. составил 14,736 млрд. дол, что на 4,11% меньше, чем за аналогичный период 2011г. Сербия в январе-июне 2012г. экспортировала товаров на сумму 5,377 млрд. дол, что на 7,1% меньше, чем в январе-июне 2011г. Импорт товаров составил 9,359 млрд. дол. (снижение – на 2,3%). Отрицательное сальдо торгового баланса – 3,982 млрд. дол. (увеличение на 5,03%). Покрытие импорта экспортом – 57,45% (в январе-июне 2011г. – 60,42%).

По данным Республиканского статистического комитета Сербии объем товарооборота России с Сербией в январе-июне 2012г. составил 1505,4 млн. дол, что на 7,38% меньше, чем в январе-июне 2011г. При этом российский экспорт составил 1129,6 млн. дол. (снижение на 11,2%), а импорт из Сербии – 375,7 млн. дол. (увеличение на 6,4%). Россия по объему товарооборота с Сербией в январе-июне 2012 г. занимает 2-е место среди зарубежных торговых партнеров Сербии с удельным весом 10,2% в ее совокупном внешнеторговом обороте. Первое место занимает Германия с товарооборотом 1682,5 млн. дол. и удельным весом 11,4%. По объему экспорта в Сербию Россия занимает 1-е место с удельным весом 12,1% в совокупном экспорте зарубежных стран в Сербию. На долю Германии приходится 11,0% - 1030,8 млн. дол., Италии 9,3% - 872,4 млн. дол., Китая 7,2% - 676,4 млн. дол. Объем российского импорта из Сербии занимает 5-е место с удельным весом 7,0% в совокупном импорте зарубежных стран из Сербии. Объем экспорта из Сербии в Германию составил 651,8 млн. дол. (12,1%), Боснию и Герцеговину – 520,3 млн. дол. (9,7%), Италию – 509,0 млн. дол. (9,5%), Румынию – 502,9 млн. дол. (9,4%).Сальдо баланса торговли России с Сербией в январе-июне 2012г. составило 753,9 млн. дол. в пользу России (снижение на 18,0%). Степень покрытия российского экспорта импортом из Сербии – 33,3% (в январе-июне 2011г. – 27,8%).

В структуре российского экспорта в Сербию несырьевой экспорт в январе-июне 2012г. составил 265,3 млн. дол, что на 6,5% меньше, чем в январе-июне 2011г. Доля энергоносителей в структуре российского экспорта составляет 74,5% (841,2 млн. дол.). Поставки нефти и нефтепродуктов снизились на 10,9% (395,9 млн. дол.), а поставки природного газа снизились на 17,3% (432,1 млн. дол.). В структуре российского импорта из Сербии в январе-июне 2012г. основную долю занимали закупки цветных металлов (51,9 млн. дол. или 13,8% от совокупного импорта), овощей и фруктов (49,6 млн. дол.

или 13,2%), электрических машин и приборов (43,8 млн. дол. или 11,7%), лекарственных препаратов (30,7 млн. дол. или 8,2%), напольных покрытий (24,3 млн. долл. или 6,5%), изделий из древесины (23,1 млн. дол. или 6,1%), изделий из каучука (20,5 млн. дол. или 5,4%), промышленного оборудования общего назначения (20,3 млн. дол. или 5,4%) и изделий из металла (16,6 млн. дол. или 4,4%) [1].

5. ЗАКЛЮЧЕНИЕ

После выхода Украины из состава СССР, а Сербии – из состава СФРЮ перед двумя странами возникло множество проблем политического и экономического характера. Для успешного развития обеих стран, и в Украине, и в Сербии должна и в дальнейшем сохраняться стабильная политическая обстановка, атмосфера взаимопонимания в обществе. Сплотить общество на великие дела может, в первую очередь, высокая атмосфера морали, культуры, уважение к порядку и закону. Важной задачей является поиск собственной модели социально-экономического развития по примеру модели Л. Эрхарда (Германия), Дэн Сяопина (Китай), Л. Бальцеровича (Польша), Ли Куан Ю (Сингапур).

Экономический потенциал развитой страны (к примеру, страны «G-7», «E-7») основывается на достижениях науки и техники. Имея достаточно высокий инновационный потенциал, и Украина, и Сербия в структуре экспорта все-таки продолжают делать ставку на продукцию сырьевого характера. В этой связи следует ставить перед собой задачу по разработке и производству товаров высокотехнологичных, с высокой добавленной стоимостью, конкурентоспособных на внутреннем и мировом рынках [2]. Для этого следует возродить необходимо уважение к труду, к человеку труда, к инженеру – творцу новаций и инноваций. Серьезно надо заняться вопросами государственно-частного партнерства в решении ключевых экономических проблем. Касается это, прежде всего, проблем инвестирования перспективных секторов экономики.

И Украине, и Сербии следует четче определяться в системе интересов на внешнем рынке. Политические решения должны корреспондироваться с экономическими действиями. Намерения следует соотносить с возможностями. Дружбу следует начинать и/или продолжать, прежде всего, с соседями, с традиционными экономическими партнерами (Россия, Германия, Италия, Китай, Польша, Румыния, страны входящие ранее в состав Социалистической Федеративной Республики Югославии). Став сильнее и богаче, можно заводить дружбу, укреплять торгово-экономические отношения, в том числе с акцентом на научно-техническое сотрудничество, и с более широким перечнем государств.

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CLOUD COMPUTING AND LEGAL ASPECTS OF PERSONAL AND BUSINESS DATA SECURITY

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Abstract: *Conflicting optimization goals of computing security and desired primary mission effectiveness in a globalized context are presented. The US, European and other world governments are faced with the cruel reality of possibly devastating cyber attacks, raising alarms of endangered privacy in the cyber space and impeded productivity .In this work, we are specifically focused on the Cloud computing as one of the fastest growing segment of computing industry and the possibilities of the slower growth due to the security related issues. As world governments led by the US and EU are working on introducing ever more invasive cyber space monitoring and control laws, private sector, aiming at placing in public clouds most of the costly computing operations, is discouraged to proceed more vigorously with the great total computing virtualization that Cloud computing offers. Trying not to take sides, several avenues are outlined that may lead towards the balanced resolution of the issue of governments failing to do their best to protect the property and rights of the private sector on one side, and individuals being unreasonably threatened by their governments on the other.*

Keywords*: Internet, Web, Cloud computing, cyber security, legal framework, CISPA, privacy, economic growth, global security.*

1. INTRODUCTION

Internet with the Web and now Cloud computing have become ubiquitous and transparent with many of us using all without even being aware of their existence. This phenomena of transparency is coherent with the main goals of the Web and cloud computing, as cost effective, productive and user friendly technologies. For instance, when using Google mail to store thousands of the email messages and attachments or when using Facebook or Youtube to store text, image or video data, we are inadvertently using public cloud computing services over the Web and Internet as underlined infrastructure.

Cloud computing is an evolutionary outgrowth of prior computing approaches, which builds upon existing and new technologies, [1]. As cloud presents new benefits of using shared resources and costs, the relative novelty of the model makes it sometimes difficult to separate unreasonable from reasonable claims and promises.

Excessive marketing claims and alarming news reports have led to questionable perspectives of cloud security.

Hyped by slogans like the one from Price Waterhouse Cooper stating that "70% of companies that suffer a critical data loss go out of business within 12 months" [2] business organizations are adopting or considering Cloud computing, if not as a primary computing engine, at least as a backup option.

Claims that cloud computing is inherently insecure with new technical and legal security concerns work against interests of cloud computing service providers. Potential cloud users can sense that there is a value in taking cautious approach to adoption of any cloud computing service, and in particular to cloud based storage and backup. To clarify the point regarding the legal security concerns, we have conducted a small experiment. Namely, multiple time repeated call to different cloud storage providers from the US top-ten list [3] asking for guarantees that federal government contractors or subcontractors will not be performing without the court order, arbitrary, at will, free data mining on the client's data stored in their cloud met no response. It is interesting that cloud storage providers like JustCloud offer unlimited capacity services for as little as $3.95 per month, promising the security and privacy of customer's data enhanced by the 256 bit "Bank Grade" encryption, [2]. Such low priced storage services cannot avoid inevitable question of operation profitability and true costs of the service rendered. An additional question may be posed: "If exposing individual or corporate data in the Cloud is technically secured with high level of confidence, how safe are the data from the random uncontrolled, unregulated direct or indirect access by the known or unknown government organization?"

After learning about the expressed interest of several EU companies to host storage servers with ISP providers in Serbia we have decided to look into the rational for such Cloud infrastructure implementations and at the possible problems that Cloud computing providers in EU and USA may be driven by, so far to even take such an unusual and exotic strategic approach of teaming up with Serbian partners in the Cloud.

2. CYBERDEFENSE IN THE LEGAL FRAMEWORK

Historically, defense activities and the legal framework of the defender were frequently in conflict. The effectiveness of certain defense operations would sometimes require the element of surprise which we abbreviate as EoS. All defensive or offensive actions based on EoS are conducted:

- When none is expected by the adversary, or
- When assumed by the adversary to be warranted.

In the first case we find stealth as perfect support of the EoS, while in the second case we have quite the opposite, the counter stealth of widely exposed deceptive activities. In both cases, the predictive mechanisms used by the adversary in the cyber space context, rest on the common practices bound by the constraints imposed by:

- Technology,
- Business rules, and
- Legal framework.

On the other side of the field of operations, the cyber defense predictive mechanisms rely on the similar set of assumptions, counting that the adversary will use known technology, already seen high level protocols or business rules, and will pretend to operate in the legal framework, while violating the same. For all practical purposes, we may state that a legal cyber attack has not been documented so far. All cyber attacks are in essence illegal.

Taking the easiest path to the EoS implementation in the cyber defense operations, defense forces active in the cyber space, may opt for the violation of the last constraint too. This symmetrical approach to effective cyber conflict resolution, mirroring the attacking forces leads to higher action predictability on both sides, tilting the scale in favor of the attacking forces.

While attacking, the offense forces are only faced with the possible retaliatory counter attack, while the defense forces are have to grapple with multiple issues. The offense forces are violating the legal context rules of the attack target, which they are anyways intending to harm or possibly destroy. Taking the strategic approach of basing EoS on operating out of its own legal framework, the defense forces may be in fact self attacking own legal system while trying to protect it an preserve it. This relatively absurd situation of having to violate certain entity while protecting it presents hard problem for all defense planners that advocate EoS based on braking the legal system defended.

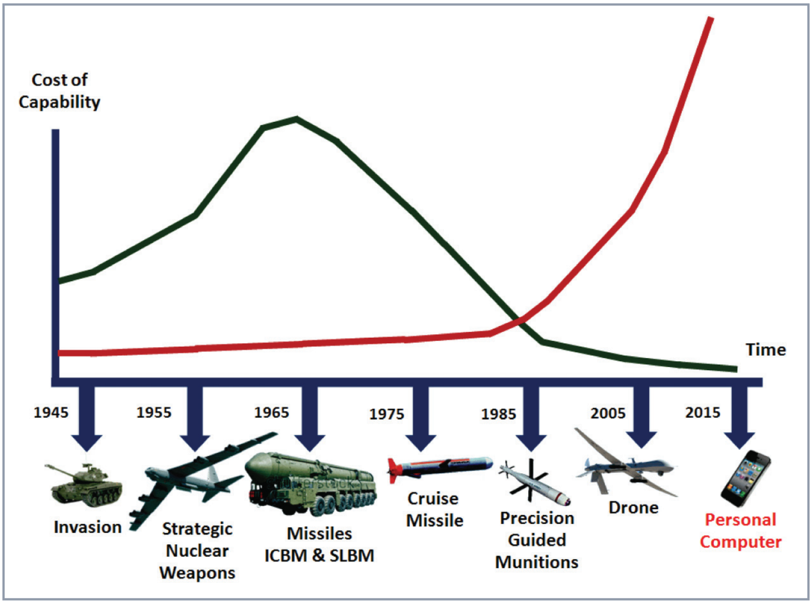
With the above mentioned approach to cyber defense, the legal system of the attack target, would come under the attack from all sides, external and internal. By being the primary party in the potential cyber conflict protocol, and by initiating first an attack on its own legal system, acting in the preemptive manner, cyber defense forces threaten to undermine multiple cyber peace time vital activities, and in the process harm own infrastructure and defense readiness. Possible self inflicted damage caused by any preemptive cyber defense action has to be carefully evaluated and compared to all potential advantages in the cyber space. This appears to be the main argument that the opposition to currently proposed cyber laws in the USA and EU [4, 5, 6, 7, 8, 9, 10] fails to spell clearly [11, 12, 13].

To clarify the point made, all currently proposed cyber defense relevant laws, use vague terminology that could facilitates the violation of many already existing, well tested and "well debugged" laws. Vague laws simply may translate into an attack by the defense forces on their own legal operational environment.

One may argue that insufficient understanding of the relatively new problem domain is the reason for generalities found in the text of proposed bills. The others may argue that we have premeditated intent of legislators to minimize all legal limitations and so free defensive cyber forces to select any course of action when countering all future cyber adversary, foreign or domestic.

Justifications of the second argument mentioned above are numerous. The inverse trends between the declining cost and escalating effectiveness of modern weapon systems, culminating in the cyber war arena, shown in Figure 1, has more than alarmed world governments, led by those that has the most to lose, namely USA, EU, Japan, and China.

Figure 2: Modern history of weapon cost and effectiveness from World War II.



US Defense Secretary Leon Panetta, in his public addresses [14, 15, 16], warns that the next Pearl Harbor (synonym for the surprise attack with devastating consequences) that USA may confront could very well be a cyber attack. Panetta apparently is reacting to the increasing aggressiveness and technological advances by the potential adversaries identified as China, Russia, Iran and militant groups, [17, 18, 19, 20]. In late January of 2013, Homeland Security Secretary Janet Napolitano warned that a failure to implement tight cyber space controls could result in a "cyber 9/11" attack that could knock out water, electricity and gas infrastructure, [21, 22]. To some analysts, it looks as American officials are using scare tactics to accelerate adoption of legislation that would give government greater control over what happens online. While using the Pearl Harbor and "cyber 9/11" analogies in their public comments, Panetta, Napolitano and other government officials advocate that the way to protect United States from major cyber attack disasters is the Cyber Intelligence Sharing and Protection Act, better known as CISPA. The H.R. 624 CISPA is a proposed law reintroduced in the US House of Representatives in the early February, of 2013 [5]. According to many [11, 12, 23], CISPA is one controversial Internet bill with numerous fundamental flaws. The following objections and remarks are common:

- The text of the bill is based on the vague, i.e., poorly defined "cyber security" and privacy relationship.
- CISPA simply equates greater cyber security with greater surveillance, while history teaches the opposite, (e.g., Soviet Union and Nazi Germany with total surveillance implementation self imploded.)

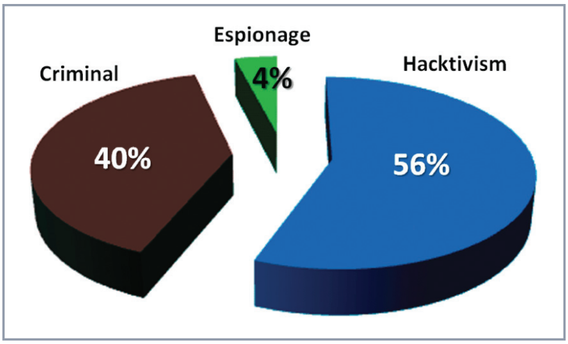
- The surveillance and information sharing is to be conducted through the secrete channels closed to the public scrutiny and immune to legal responsibility.
- Information provided to the federal government under CISPA would be exempt from the Freedom of Information Act (FOIA) that currently enable citizens to obtain disclosure report on the conducted surveillance. Under CISPA citizens would have no legal recourse, i.e., would not be able to find out if their private data is being compromised [12].
- Counter measures against the misuse of the CISPA based collected data, by the government employees or subcontracting organizations are not planned or even mentioned.

In support of the last point [13] describes FBI agent using FBI databases for unauthorized private purposes, as well as the case of an FBI employee who repeatedly destroyed or hid electronic surveillance (ELSUR) evidence instead of properly processing it.

CISPA would create legal framework for companies to spy on their customers, business partners and supporters. According to CISPA private companies would share otherwise proprietary business data with the super secret federal agencies such as NSA or CIA, which not scrutinized would be legally free to use such data even for non-cyber security purpose. If passed, this law would carve a loophole in all known privacy laws granting legal immunity for companies to share law abiding citizen’s private information, and so conduct warrantless surveillance in the name of government.

The arguments against arbitrary magnification of the military cyber threats and certain demands for unnecessary extension of government cyber powers may be based on some statistical analysis of cyber attack reports. For instance, reports for January 2013 [24] indicate that the cyber space violations were almost not at all militant in nature. As Figure 2 illustrates, most of the violations tend to have criminal and political character. However, these arguments may quickly lose weight if the extremely low probability of the true international cyber conflict and the devastation would be properly entered into the overall security equation.

Figure 2: Motivations behind cyber attacks in January 2013: 40% cyber crime (criminal), 4% cyber espionage (militant) and 56% hacktivism (political), [24].



3. DATA IN THE PUBLIC CLOUDS AND THE LAW

Cloud files are stored in massive data centers containing hundreds of servers and storage systems. When user decides to access data, he has to connects to the Cloud via physical workstation, mobile laptop, tablet PC or smart telephone, (See Figure 3.) Cloud interface software handles all front end activities relevant to the cloud resident back end data and programs.

Figure 3: Cloud storage demand is rising, (Courtesy of justcloud.com)

The advantages of using Cloud computing are numerous. By sharing and not having to purchase and maintain expensive servers and storage and by saving on physical space and electric energy consumed, over 80% of US located businesses claim that their use of Cloud technology has resulted in a drop of their IT costs of over 20% [25, 26]. Cloud saves money because clients pay for just what they use. Cloud also saves time by allowing quick provisioning of computing infrastructure when needed. Among private enterprise and individual users, the US government is public Cloud computing user too, [27].
Statistical data show that the EU is not yet reaping the full potential of Cloud computing [9]. Many businesses are put off by uncertainties over data security, by the uncertainty of moving data between different Cloud providers and, as mentioned above, by the risks of data exposure to warrantless access by the government. In response to the slow trend, the European Commission (EC) is proposing a strategy to handle these risks, by introduction of the single set of rules of Cloud computing usage for all European businesses. The EC strategy has three key aims:

- Ensuring users can safely move data from one cloud to another – or withdraw data altogether
- Providing EU-wide certification for trustworthy cloud providers

- Providing a set of blue print contracts for cloud computing that make all legal parameters, liabilities and obligations clear

A "European Cloud Partnership" (ECP) between the public sector and industry is a project and a team working on the definition of the unified EU Cloud computing market. Faster adoption of Cloud computing is expected to make European companies stronger in the face of competition from abroad, primarily from the US, China and Japan. It is estimated that through new opportunities for innovation and technology such as Cloud computing, EU could add to the GDP nearly €500 billion per year between 2015 and 2020, [10, 28]. As EU legislators are cautiously waiting for the outcome of the legislative efforts in the US, it is expected that by the end of 2013 ECP should be clear whether further action or legislation will be needed to support Cloud computing in the EU. In the mean time Europeans are not as aggressively voicing disagreements over possible loss of their privacy and digital freedoms as Americans are doing. Feelings of Americans and Europeans about their privacy is quite different. Table 1 illustrates higher privacy standards and awareness of Americans. Americans, almost unanimously insist on global data protection rights while being aware of the necessity to disclose personal information in the course of modern living. Europeans hope that any new law will not override "good old laws". The EU's 1995 Data Protection Directive [7] set a milestone in the European history of personal data protection. Its basic principles, ensuring a functioning market and an effective protection of the fundamental individual right to personal data protection, are as valid today as they were 17 years ago. But variations in the way that each EU country implements the law have led to an uneven level of protection for personal data, depending on where an individual lives or buys goods and services.

Table 1. Opinion poll on privacy in Europe [8] and the USA.

	EU		USA	
Question	Answer	%	Answer	%
Is disclosing personal information necessary for modern life?	Y	74	Y	98
Have you been asked for more personal information than necessary?	Y	43	Y	78
Is there national public authority responsible for personal data protection?	N	67	N	97
Do we need the same data protection rights across the union?	Y	90	Y	100
Do we all need the same data protection rights globally?	Y	72	Y	90

The complexity of the issues surrounding the government need for more "government freedom" in the cyber space on the account of endangered privacy and civil liberties, appears to be of the order of magnitude larger in the USA than in EU. For instance, the Chief Privacy Officer and the Officer for Civil Rights and Civil Liberties of the Department of Homeland Security are officially delegated to assess the privacy and civil liberties risks of all proposed bills and in particular of the Presidential Order [4, 6] and make proper “recommendations.” The fact that these recommendations are expected 12 months after the Order looks alarming to many that oppose the signed Order. However, the opponents should be aware that equivalent officers do not even exist in EU.

Rapid technological developments and globalization have brought new challenges for data protection. With social networking sites, cloud computing, location-based services and smart telephones, and smart cards, we leave digital traces whenever we move. In this “Orwellian world” where data doubles every three years public Cloud computing and storage are becoming a necessity. The EU’s data protection reform promises robust set of Cloud use rules with a plan to make sure rules are future-proof and fit for the digital age of the 21st century. How will EU accomplish this gargantuan task Americans are waiting to see and maybe learn too.

4. CONCLUDING REMARKS

Our assessment is that the trend in the USA and EU of widening government powers in the traditionally free cyber space is unstoppable. The parties that have to lose the most in the potential larger cyber conflict, have the strongest, the best organized and the best financed lobby teams pressing for new cyber space control laws. These parties include primarily big business, political organizations, ideological and even religious interest groups. To minimize the risks of losing their current acquisitions, such groups will support bills that may be counterproductive or even against their long range interests. In order to avoid possible Pyrrhic cyber victory, before laws such as CISPA are passed, the following items would require formal redefinition:

- Privacy
- Digital human rights
- Digital civil liberties

The pre digital age unparalleled privacy protection, human rights and civil liberties were the major parameters behind the vigor, vitality and growth of the US economy. Privacy, human rights and liberties protected with healthy economy are the most fundamental elements of the defense readiness and the overall security, including cyber security. Any act resulting in reduced privacy protection, human rights, civil liberties and freedom in general, is promoting the environment of declining economic dynamics, of possibly rising descent and introduction of new security risks.

To see the unreserved adoption of public Cloud services, the legal systems must clearly define or redefine the following relationships:

- The relationship between a cloud user and his data,
- The relationship between the cloud provider and cloud user’s data, and
- The relationship between the government agencies, government subcontractors, cloud provider and cloud users when user’s data are in question.

New computing paradigm of Cloud computing has caught the legislative system in the USA and EU out of pace [29, 30, 31]. To quote [32] “The legal and regulatory landscape around cloud computing is by no means static,” In conclusion we must observe that EU security interests are distributed and con-federated, while the US has centralized security interests of all united entities around the federal government led efforts. Internet traffic and data processing infrastructure is exposed territorially to the individual EU countries for fine grain heterogeneous legislative customization, while such heterogeneity does not exist in the USA. The nature of con-federal EU cyber security legal framework implies rigid and slower adaptation to the new emerging security risks. Although impeded by the much more intense private sector and citizen resistance to every proposed bill relevant to the cyberspace security, on the contrary to the EU situation, US security framework is much more dynamic, flexible and more responsive to the continuously changing security ecosystem. Tightly controlled and protected private sector by the local European governments has significantly reduced lobby powers in Brussels which is quite different in the USA. We sincerely hope that these differences will disappear bringing global harmony between the:

- Business
- Civil society, and
- The government

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A POTENTIAL CACHE OBLIVIOUS APPROACH TO SOLVING PARTIAL DIFFERENTIOAL EQUATIONS USING SPACE FILLING CURVES FOR ADAPTIVE MESH TRAVERSALS

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Abstract: *The goal of this paper is to introduce the algorithmic concept of space filling curves that are used to numerically solve complex systems of partial differential equations or PDEs often used in scientific research. The content concentrates mostly on previous research in the field of cache oblivious adaptive mesh traversal algorithms implemented using Sierpinski space filling curves (SFCs) and proposes a novel algorithmic implementation of adaptive refinement based on the Hilbert curve using a new concept known as the Stack Recycling approach.*

Keywords: *Cache oblivious, Algorithm, Sierpinski SFC, Hilbert SFC, Stack Recycling, PDE.*

1. INTRODUCTION

Many known natural phenomena can be modeled mathematically. A common method used in modeling these phenomena includes solving partial differential equations (PDEs) which are excellent tools for modeling natural phenomena that involve functions of multiple variables. Numerical methods deal with solving PDEs by means of numerical analysis algorithms. Given processing and memory limitations of computers, discretization of PDEs and numerical methods for solving them are necessary. Multi-grid numerical algorithms simulate complex continuous mathematical models in a discrete manner; they are the data structure for PDE parameters. In terms of PDEs, discretization is the process of adaptively quantizing PDEs, refining the mesh geometries governed by PDEs to specific extents set according to the limits precipitated by refinement parameters. For efficient processing of these grids or meshes, space filling curve traversal is used according to a system of stacks. The main concept of this approach is to follow a strictly element oriented scheme to solve PDEs and manage all data exchange between grid cells via a system of stacks which therefore assist in memory access pattern optimization.

2. PROBLEM STATEMENT

System architectures increasingly use caches and memory hierarchies to minimize memory latency [1]. Hierarchical cache based memory architecture model assumes that individual cache controller C_i perform block transfers to and from L_i and L_{i+1} cache-memory levels. As moving down the hierarchy, time to retrieve blocks from memory increases due to the distance of particular memory level L_i from the CPU, i.e. L_0. Cache line or cache block B_i is fixed at each level L_i. Typical difference in cache speed or access time between two consecutive levels L_i and L_{i+1} is one or more orders of magnitude, (i.e., 10 or more times) [2]. Taking this into account, algorithms optimized at some level L_i, may collapse in performance due to excessive time loss during the data exchange between levels L_i and L_{i+1}. Time loss is a result of *cache misses* or failure to use cache; read from cache failure, write to cache failure. More efficient usage of the cache hierarchy is necessary. Cache efficient algorithms can solve this problem. *Cache efficient* algorithms can either be *cache-aware algorithms* and *cache-oblivious algorithms* [3]. Cache-aware algorithms know cache line B_i and cache size M_i parameters, making them platform dependent. Cache oblivious algorithms are oblivious to these cache parameters [2, 3]. They rely on the divide and conquer approach which recursively reduces data size into suitable cache block size, and efficient block transfers which aid in reducing cache misses by cleansing full cache levels of least priority blocks located in level caches furthest away from the processor. Problems solved by numerical algorithms include data that is often too bulky to fit into internal memory therefore their storage is bound to external memory (100,000 times slower). Cache obliviously, we establish a loading time trade-off. The number of cache misses depends on the original mesh layout in memory and application access patterns [1]. Cache oblivious algorithms can be used to reduce these cache misses and efficiently load bulky data i.e. PDE parameters into the cache hierarchy.

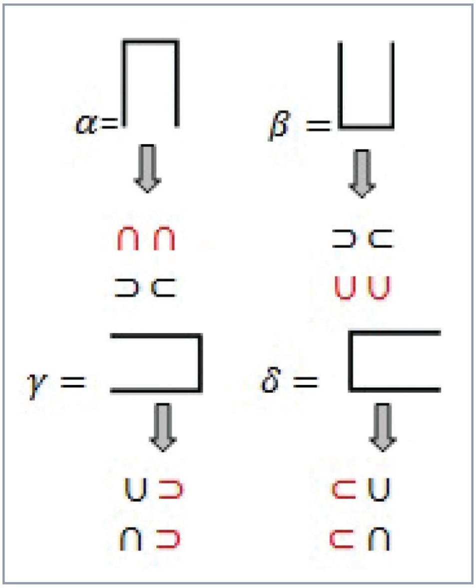
3. SPACE FILLING CURVE APPROACH

Complex computational problems, requiring successive complexity reductions such as systems of PDEs can be solved by linearly traversing a discrete multidimensional space, in our case a structured grid using a space filling curve. Space filling curves are surjective and continuous functions operating on the interval **[0,1]** [5]. It is a continuous curve that fills an entire geometric space after a variable number of iterations.

3.1 Previous research

One such space filling curve is the Sierpinski curve traversal performed on triangular grids. The grid resembles a *refinement tree*, stored in memory by means of a DF (Depth First) traversal [7]. The children of the refinement tree are ordered in such a manner that a DFS traversal of the tree would simulate the sequence of grids visited according to a Sierpinski space filling curve. Storing only “sequential” refinement information about the refinement tree and storing the refinement tree itself requires only 1 – bit per node of the tree. This reduces the memory requirements of fully adaptive grids down to ranges that can only be achieved by strongly structured approaches [4]. Beginning at a coarse mesh of triangular parent cells, the cells are recursively bisected (split) at *marked edges* (in our case the hypotenuse of right triangle grids) until the desired refinement level is reached. The corresponding refinement tree can be traversed in O(log N) time to indicate desirable refinement (N is the number of nodes/elements and log N the resulting depth of the tree). To avoid situations where one of two adjacent cells sharing a common marked edge is bisected, data exchange during grid refinement is necessary.

Figure 1: Four distinct shapes that comprise of a Hilbert curve and their complementary first refinement level configurations. Note that as the refinement level increases, the number of shapes that fill the plane exponentially increase (2^x number of the shapes; where x is the refinement level) as well.



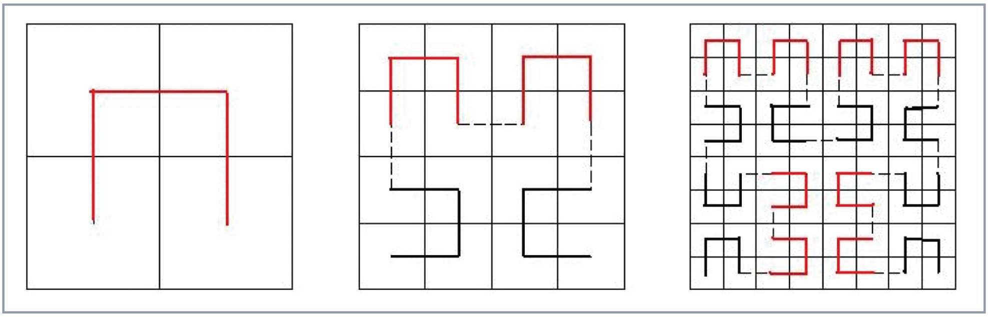
3.2 The stack recycling method

A Hilbert SFC is similar to the Sierpinski curve. The difference between them is that the Hilbert curve is initialized on a coarse Cartesian grid while a Sierpinski curve is applied to an irregular triangulated grid meaning that the overall shapes of the curves created during grid traversal differ. The Hilbert curve is a recursive pattern consisting of repetitions of four distinct and simple shapes on a two dimensional discrete plane [6]. By recursively constructing the Hilbert curve, memory can be utilized efficiently. There are four possible distinct shapes that build the recursive curve during traversal. By correctly combining these four shapes a curve at a desired refinement level can be achieved. Each of these four shapes has a corresponding quadratic configuration [6].

The initial shape is called an *oracle* shape. It determines the quadratic (four shape) configuration of the next refinement level, referred to as an *oracle configuration*. The four oracle shapes (Figure 1) represent the current grid refinement level and serve as the next refinement level oracle configuration because each oracle shape is a unique blueprint for a successor set of oracle shapes (the next refinement level). In the initial coarse grid, we will traverse the “level 1” grid with only one of these shapes α, β, γ or δ. After the first refinement (grid segmentation into four congruent sub squares – classical Hilbert), a corresponding “sub-shape” configuration of the initial “level 1” shape will be used to determine the next course of the Hilbert traversal. This is recursively repeated until all sub-grids/squares have been visited in a “shape wise determined” sequence at the desired refinement level (Figure 2).

The four sub-shape configurations represent a grid traversal sequence described according to the Hilbert curve. The sequence of a “level 1” refinement grid initialized by oracle **α** (Figure 2), can be described by indexing the grids of the simple quadratic structure. The top left quadrant of the “level 1” grid is labeled 1, the top right is labeled 2, the bottom left is labeled 3 and the bottom

Figure 2: Level 0 is the coarse grid. Level 1, Level 2 and Level 3 refinement grids. Notice the oracle shape in level 1. The Hilbert curve can be described by recursively mapping its corresponding elementary shape configuration (middle) to the next refinement level. Notice how the oracle in level “1” and the recursive quadratic partitioning scheme are related by the oracle’s configuration.



right is labeled 4 (left to right linear order; not Cartesian). We can describe the graphically depicted grid sequences of “level 1” oracles numerically as follows:

Figure 3: Grid Sequences

α = 3 – 1 – 2 – 4, β = 1 – 3 – 4 – 2,
γ = 3 – 4 – 2 – 1 or δ = 2 – 1 – 3 – 4

The proposed algorithm design can construct a tree type data structure to represent the grid in memory. The tree can be constructed as an octree whose depth is specified by the number of refinements undergone or "L". The root node of the tree represents the refinement "level 1" and a leaf node(s) represent the final or desired refinement level for the branch at hand. Each node of the tree is assigned an oracle shape. Every child node has immediately four child nodes ordered left to right in grid sequence order (Figure 3) representing the next refinement level oracle configuration. At a particular refinement level the curve is described using the linear sequence of oracle nodes at the defined depth within the tree.
Further improving the tree structure can potentially be achieved by assigning LIFO stacks to each tree node using a DF (Depth First) traversal scheme to visit the nodes of the tree in sequences stored by corresponding stacks assigned to the visited nodes. As for sibling nodes, after one node stack has been utilized it can be *recycled* and then re-used by its sibling nodes for grid sequence storage of its children. Hence, the number of stacks operating at any one given time is equal to the number of refinement levels which is also equal to the depth of the tree. By recycling stacks, the algorithm would be able to limit the number of stacks present in memory to "L" which decreases strain on memory. After all the branches and all the nodes have been traversed via a recursive method of pushing, popping and recycling stacks, the initially coarse grid is said to be refined. By recycling the stack in this manner strain on the cache is decreased by implementing a stack as a cache within a cache.

4. CONCLUDING STATEMENT

By constructing algorithms that relax memory strain such as cache efficient algorithms the overall working time of a computation and cache miss events can be drastically reduced. Several mechanisms governing these algorithms such as adaptive grids and their utilization via cache memory efficient implementation of space filling curve traversals have been introduced. A previous study on Sierpinski curve implementations has been analyzed and a new design idea has surfaced based on Hilbert curve traversals. Complex mathematical modeling and simulation require optimal computational aid from computer applications. Computational resources are limited and therefore further research in the field of memory efficient computational algorithms is inevitable.

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LEGAL ISSUES REGARDING SECRET COMMUNICATION SURVEILLANCE IN SERBIA

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Abstract: *The measures regarding secret communication surveillance are an effective tool for the protection of national security and counter the most severe forms of criminality. At the same time, they represent a possible prevention of new and very dangerous criminal acts, which, due to its complexity, a high-level of conspiracy of the perpetrators and subsequent potential impact on the regular course of the criminal proceedings, cannot prove using usual process means. Therefore, the practical application of these measures is related to the procedural requirements based on the principles of proportionality and subsidiarity, including the approval and the control of the court.*

Keywords: *communications, secret surveillance, permitting, legal proceedings, the national security*

1. INTRODUCTION

In the broadest sense, the measures regarding secret communication surveillance include acoustic surveillance of premises, vehicles and the man himself; acoustic surveillance of telephone and radio communications (fixed, mobile and satellite phones); locating via text messaging on the mobile phone network, etc. In practice, these measures are usually based on the interception and recording of telephone and other conversations. On the other hand, the secret surveillance over communication can be operational (administrative), and judicial. The administrative is the one implemented in order to preserve the national security of the country, while the court one is conducted to obtain evidence for criminal proceedings. Therefore, communication surveillance can be effectively used in preventive and repressive purposes.
The legal basis for the implementation of surveillance is generally associated with Article 20 of Constitution of the Republic of Serbia from 2006, which stipulates the conditions under which it is possible to exercise limits for human and minority rights by the competent authorities. The specific provisions of application of the measures for the secret communication surveillance in Serbia can be found in the Code of Criminal Procedure, the Law on Organization

and Jurisdiction of Government Authorities in combating organized crime, corruption and other serious offenses, the Law on Organization and Jurisdiction of Government Authorities in War Crimes , the Police Act, the Law on the Security Information Agency and Military Intelligence Agency Act and the Military Security Agency.

The main subjects of state communications surveillance in Serbia are the police (MUP SBPOK) and internal security services (BIA, VBA); at whose request the judicial authority approve the use of secret surveillance in a concrete case. Thus, for example, the War Crimes Chamber in Belgrade in 2005 approved measures for secret surveillance for a total of 89 persons, i.e. 352 telephone numbers. It is interesting that the applicant for the determination of such measures in the vast majority were BIA, while VBA and SBPOK MUP done it only in a few cases.[1]

2. JUDICIAL COMMUNICATION SURVEILLANCE

Judicial communication surveillance means interception of calls defined by the rule, as investigative activity in the course of criminal proceedings by the judicial authorities. In countries where appropriate legislation was previously adopted, the practical application of this measure is related to the procedural requirements based on the principles of subsidiarity and proportionality. Specifically, in the UK, Hungary, Turkey and other countries, a so-called judicial surveillance is possible only if there is serious doubt that organized crime or other serious crime is committed or planned to commit, and provided that it is not possible to investigate this using other, standard methods and tools (witnesses, expert testimonies, documentary evidence, etc.)

At the same legal principles is based an action of supervision and communication with other technical devices and optical recording, which in our criminal procedure legislation was introduced by the Code of Criminal Procedure from 2001. Article 232 of actual CCA provides that the investigative judge, based on the written and reasoned request of the prosecutor, to police and security services can be ordered surveillance and recording of telephone conversations and other communications or other technical devices and optical recording entities for which there is a reasonable doubt that either alone or with other people committed crimes against the constitutional order or security, against humanity and international law, with elements of organized crime, bribery, extortion and abduction. The offenses with elements of organization, a legislator in Article 232 of the CCA expressly counts forgery and "money" laundering, illicit production and trafficking of narcotic drugs, illicit trafficking in weapons, ammunition or explosive substances and human trafficking. To order the communication surveillance, investigative judge needs, according to the Article 232 of CCA, just grounds to suspect that a person has committed the offense, i.e. to have a person who is suspected of committing such act.

Provisions of Articles 166-170 of the CCA from 2011, whose application is delayed until mid-2013, however, in particular procedures for organized crime and war crimes apply from the 15

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January 2012, and this measure is intended as a proof of the actions called "surveillance over communication." It means the measures of secret surveillance in the narrow sense ("monitoring and recording of communications is done via telephone or other technical means or surveillance over electronic or other address of the suspect"), including "seizure of letters and other mail." This also includes the collection of data through the acquisition and analysis of the outgoing-incoming calls listing from a subscriber's phone number (so-called, metering).[2]
Application of "the secret surveillance over communication" is possible for organized crime and war crimes, but also for the acts of a political crime (assault on the constitutional order, incitement to violent overthrow of the constitutional order, diversion, sabotage, espionage, disclosure of state secrets, inciting national, racial and religious hatred and intolerance, conspiracy to unconstitutional activity, and others), and for the following offenses: aggravated murder, kidnapping, acquisition and possession of pornographic material and usage of a minor in pornography, extortion, money counterfeiting, money laundering, illicit production and trafficking of drugs, illegal manufacture, possession, carrying and sale of arms and explosives, illegal border crossing and smuggling, abuse of power, trading in influence, bribery, human trafficking, and crimes in Article 98 paragraphs 3 – 5 of the Data Secrecy Act.

The same goes for crime prevention and disruption of proof, if done in conjunction with some of the foregoing offenses. Finally, the secret communication surveillance, under certain conditions, can be applied to cyber crime offenses (unauthorized use of copyright works and objects of related rights, damage to computer data and programs, computer sabotage, computer fraud and unauthorized access to a protected computer, computer network and electronic data processing).

Postal, telegraph and other companies and individuals registered for the transmission of information have the obligation to allow the execution of these measures to competent authorities (police, BIA, VBA). Such obligation of public telecommunications operators stems from the provisions of Articles 54 and 55 of the Telecommunications Act, and the provisions of Article 168 of the CCA from 2011. In addition, it is important to point out that the provisions of Article 233; Paragraph 4 of CCA stipulates that the material obtained contrary to the provisions set forth above, and without the order of the procedure cannot be used to make a court decision. It is believed that this provision in the CCA of Serbia introduced elements of evidence concept known as "the fruit of the poisonous tree," which is very influential in the Anglo-American procedural law.[3]

3. OPERATING (PREVENTIVE) COMMUNICATION SURVEILLANCE

According to the position of the doctrine and practice of the European Union, operational and administrative communication surveillance (wiretapping and recording of telephone and other conversations) usually security services implement, and judicial or other authorities

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determine it, to protect the security and defense of the country. In Serbia, this communication surveillance can be determined exclusively by the judicial authorities and implemented by the security services - BIA and VBA.

Articles 13 and 15 of the Law on the Security Information Agency provide a the possibility of deviation from the principle of inviolability of letters and other correspondence from the Security-Information Agency (BIA), if this is necessary for security reasons. Under these provisions, the proposal of the Director of BIA, the implementation of measures must be approved by the decision of the President of the Supreme Court of Serbia or by the authorized judge within 72 hours of submission. The approved measures may apply during six months and not exceeding twelve months.

Once the reasons of urgency demands it, especially in cases of domestic and international terrorism, a deviation from regular procedures may be ordered by the director of the BIA, with the prior written approval of the President of the supreme court of Serbia or authorized judges. After the decision, the Director of BIA shall submit a written proposal within 24 hours of receiving the approval of the President of the supreme court of Serbia or an authorized judge, to make a decision. The decision to continue implementing appropriate measures or to suspend them is taken within 72 hours of the submission of the proposal, i.e. decision on suspending the measures must be explained in writing.

Article 30 and 31 of the Security Services Act from 2002 prescribe the use of special means and methods by VBA. Certain means and methods include the monitoring and surveillance of individuals with the use of technical means for documenting and monitoring of mail and other means of communication. Communication surveillance is justified, if the task under Article 8 of the Law on Security Services cannot be performed by applying the provisions of Article 28 of the above-mentioned law (relating to the collection of data) or any other way that would not require a disproportionate risk and endangering people's lives. Only in this case, VBA can use special tools and methods for collecting secret information, which temporarily limit the constitutional and statutory rights and freedoms, and relate to the control of the means of communication among other things.

For administrative surveillance, the task of Article 8 relate to intelligence and other activities of foreign agencies, organizations and persons directed against the Serbian Army and the Department of Defense, as well as domestic and international terrorism and subversive activities directed against the commands, units and institutions of the Army and Department of Defense. Special tools and methods VBA could apply upon the approval of the Court, under the conditions and in the manner prescribed by the CCA. The proposal for the implementation of measures submits the Director of VBA or a person authorized by him/her.

According to the Article 12 of the Law on VBA and VOA from 2009, which was recently renewed, VBA, as in the previous law, could independently perform secret electronic surveillance over IT and telecommunications systems without access to their content, and to collect data on telecommunications traffic and location of the users (metering). For the application of these measures, the Director of VBA or a person authorized by him was in charged, and there was an obligation to keep proper records.

However, the Constitutional Court with its decision made on 24 May 2012, cancel this controversial application of the provisions of Article 12, Paragraph 1 point 6) and Paragraph 13 of the Law on VBA and VOA, noting that this differs from the guaranteed right to privacy of communications and obligations for court to decides about this deviation, all in accordance with the views expressed in the practice of the European Court of Human Rights.[4] In the meantime, this attitude was embedded in the text of the Law on Amendments and Supplements to the Law on VBA and VOA, which was adopted in early 2013, so that VBA can now apply metering only to the extent of the reasoned decision of the Supreme Court. In addition, VBA in terms of the article 12, item 6) to 8) in relation to Article 14 of innovated Law on VBA and VOA, maintained the possibility of the application of other methods of communication surveillance, but only with the approval of the Supreme Court of Appeal.

Regarding the protection of the citizen's right to privacy, it is considered that, although the Law on the Security Information Agency does not contain adequate provisions, a citizen has the right to be informed about the measures regarding the secret communication surveillance. It is believed that the method of treatment in these cases is not regulated by the Security Intelligence Agency - BIA, but the Law on Free Access to Information of Public Importance, in terms of Article 5, paragraph 2 of Article 11 of this Law.[5]

Particularly interesting is the question of the ability to monitor communications by the Ministry of Internal Affairs (MUP). We are talking about "targeted measures of search", which criminal police conducts in the form of administrative surveillance, while according to the content of these measures it is much closer to the "classic" wiretapping. The provision of Article 83 of the Police Act provides the application of measures of communication surveillance by authorized police officers, and the requirements, competence regarding decision-making and its implementation. In particular, stipulates that in order to arrest and bring before the competent authority of the person who is reasonably suspected of having committed an offense for which the law prescribes a prison sentence of four years or more and for whom international arrest warrant was issued, and when the police cannot realize capture and arrest using other measures, i.e. if something like that is related to disproportionate difficulties, it is possible to take some of the special investigation methods established by provisions of the CCA.

The measures of the targeted search, on the written and reasoned proposal of the Director of the police, approved by the decision of the President of the Supreme Court of Serbia or authorized judge within 72 hours of submission. The approved measures typically can be implemented in period of six months and not exceeding twelve months. Once the reasons of urgency demands that, a departure from regular procedures, can be approved by the President of the Supreme Court of Serbia or authorized judges.

After making the decision, chief of police shall submit a written proposal within 24 hours of receiving the approval of the President of the Supreme Court of Serbia or an authorized judge, in making a decision. The decision to continue implementing appropriate measures or their suspension, must be taken within 72 hours of the submission of the proposal i.e. the decision to suspend the measures must be explained in writing. Data collected on measures of targeted search cannot be used as evidence in criminal proceedings, and once the target search is finished, must be delivered to the president of the supreme court of Serbia or an authorized judge, who shall destroy them, and shall make a record.

[4] For example, the decisions in the cases of Klass and Others v. Germany from September 6, 1978. Malone v. the United Kingdom, August 2, 1984, etc.

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4. RESUME

Measures of secret communication surveillance are an effective tool for the protection of national security and counter the most severe forms of criminality. At the same time, they represent a possible prevention of new and very dangerous criminal acts, which, due to the complexity of offenses, the high level of conspiracy of the perpetrators and subsequent potential impact on the regular course of the criminal proceedings, which cannot be proved by the usual process means.
The main subjects of state communication surveillance are the police and the security services (BIA, VBA), which use them for the preservation of national security or protection of other interests. It should be noted that the jurisdiction of the government entities sometimes overlap and hampers the efficiency and effectiveness of legal regulation. In addition, to the legislature is always easier to define communication surveillance for the needs of police and court proceedings, then when it comes to internal security services and their work to protect national security[6]. The question of the application of communication surveillance by the private security sector, which is beyond the control of the competent judicial or other authority is also interesting. For example, there is no law that regulates the work of detectives in Serbia. Especially interesting is the question of implementation of control measures regarding communication surveillance. We think that in the future, in addition to existing remedies, it is going to be necessary to find other ways to control the implementation of these measures by the executive, judicial and legislative branches. This system of supervision and control by the various government bodies (checks and balances), would completely rule out or minimize the possibilities of misuse and arbitrariness in their application for the needs not envisaged by the law (personal, economic, etc.).

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RESEARCH REPORT ON ENERGY SECURITY 2013

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Abstract: *Energy dependence has increased over the last five years. Declining production inside Europe means that by 2030 up to 75% of our oil and gas will have to be imported. This will come from a limited number of countries, many of which face threats to stability. This research should give some new ideas and possibilities of the use of renewable sources of energy in order to sustain European development and stability. It provides some new experiences of Central European states in implementation of new technologies and energy strategies such as "desertec". Common foreign and security policy of European Union is already developing in direction of providing energy security in Europe.*

Key words: *energy, security, renewable sources, European Union*

1. INTRODUCTION

Importance of the topic of energy security is laid by the European Security Strategy on Cyber security: Modern economies are heavily reliant on critical infrastructure including transport, communication and power supplies, but also the internet.
The EU Strategy for a Secure Information Society, adopted in 2006 addresses internet-based crime. However, attacks against private or government IT systems in EU Member States have given this a new dimension, as a potential new economic, political and military weapon.
More work is required in this area, to explore a comprehensive EU approach, raise awareness and enhance international co-operation.
That fits of course with the positions of EU ENISA, who points out, that recent deliberate disruptions of critical automation systems prove that cyber-attacks have a significant impact on critical infrastructures and services.
Critical infrastructures, such as electricity generation plants, transportation systems, manufacturing facilities are controlled and monitored by Industrial Control Systems (ICS), including SCADA (Supervisory Control and Data Acquisition) systems.
Today ICS products are mostly based on standard embedded systems platforms and they often use commercial off-the-shelf software. This results in the reduction of costs and improved ease of use but at the same time increases the exposure to computer network-based attacks.
Smart Grids will substantially improve control over electricity consumption and distribution to the benefit of consumers, electricity suppliers and grid operators.

Nevertheless, improved operations and services will come at the cost of exposing the entire electricity network to new challenges, in particular in the field of security of communication networks and information systems. Vulnerabilities of communication networks and information systems may be exploited for financial or political motivation to shut off power to large areas or directing cyber-attacks against power generation plants.

Consequently in Energy Security, the EU is quite sure at its European Security Strategy: Concerns about energy dependence have increased over the last five years. Declining production inside Europe means that by 2030 up to 75% of our oil and gas will have to be imported. This will come from a limited number of countries, many of which face threats to stability. We are faced therefore with an array of security challenges, which involve the responsibility and solidarity of all Member States.

Our response, so the European Security Strategy must be an EU energy policy which combines external and internal dimensions. The joint report from the High Representative and Commission in June 2006 set out the main elements. Inside Europe, we need a more unified energy market, with greater inter-connection, particular attention to the most isolated countries and crisis mechanisms to deal with temporary disruption to supply.

Greater diversification, of fuels, sources of supply, and transit routes, is essential for the European Security Strategy, as are good governance, respect for rule of law and investment in source countries.

And on the energy – security issues in European foreign affairs, the ESS states, that EU policy supports these objectives through engagement with Central Asia, the Caucasus and Africa, as well as through the Eastern Partnership and the Union for the Mediterranean.

Energy is a major factor in EU-Russia relations. Our policy, so the ESS, should address transit routes, including through Turkey and Ukraine.

With the EU partners, including China, India, Japan and the US, the EU should promote renewable energy, low-carbon technologies and energy efficiency, alongside transparent and well-regulated global markets.

But energy security is not only a question of partnership and the EU foreign relations.

The maritime sector is critical for the European society. And besides the traditional protection by naval military support and security and safety as well as search and rescue done by civil authorities or private partners, the energy supply at the maritime sector now has a new frontier, expanding with the big fields of offshore windparks with a size of hundreds of kilometers, if You count the European programs at the waters of the Northsea.

Following ENISA, statistics show the augmenting trend of maritime transport share in the overall goods traffic, which in 2010 reached 52%. This continuous increase in dependency upon the maritime transport underlines its vital importance to our society and economy. As it can be observed in other economic sectors, maritime activity increasingly relies on ICT in order to optimize its operations. ICT is increasingly used to enable essential maritime operations, from navigation to propulsion, from freight management to traffic control communications, etc.

To address these issues, in 2011 ENISA launched new activities in the three areas:

- Industrial Control Systems/SCADA
- Smart Grids and Smart Metering
- Dependencies of Maritime Transport to ICTs

The most important point for the issue of energy security and the new challenges on the offshore windparks is, that ENISA has published the first EU report ever on cyber security challenges in the Maritime Sector: The high-level recommendations are given for addressing these risks, Cyber threats are a growing menace, spreading to all industry sectors that relying on ICT systems. Recent deliberate disruptions of critical automation systems, such as Stuxnet, prove that cyber-attacks have a significant impact on critical infrastructures, so the ENIS, the need to ensure ICT robustness against cyber-attacks is thus a key challenge at national and pan-European level.

Some key findings of the ENIS report:

- Maritime cyber security awareness is currently low, to non-existent. Member States are thus highly recommended to undertake targeted maritime sector awareness raising campaigns and cyber security training of shipping companies, port authorities, national cyber security offices, etc.
- Due to the high ICT complexity, it is major challenge to ensure adequate maritime cyber security. A common strategy and development of good practices for the technology development and implementation of ICT systems would therefore ensure “security by design” for all critical maritime ICT components.
- As current maritime regulations and policies consider only physical aspects of security and safety, policy makers should add cyber security aspects to them.
- ENIS strongly recommends a holistic, risk-based approach; assessment of maritime specific cyber risks, as well as identification of all critical assets within this sector.
- As maritime governance is fragmented between different levels (i.e. international, European, national), the International Maritime Organisation together with the EU Commission and the Member States should align international and EU policies in this sector.
- Better information exchange and statistics on cyber security can help insurers to improve their actuarial models, reduce own risks, and thus offering better contractual insurance conditions for the maritime sector. Information exchange platforms, such as CPNI.NL, should be also considered and by Member States to better communications.

On the more broader issue of energy security and Climate change, the European Security Strategy points out, that in 2003, the ESS already identified the security implications of climate change. Five years on, this has taken on a new urgency. In March 2008, the High Representative and Commission presented a report to the European Council which described climate change is a “threat multiplier”. Natural disasters, environmental degradation and competition for resources exacerbate conflict, especially in situations of poverty and population growth, with humanitarian, health, political and security consequences, including greater migration. Climate change can also lead to disputes over trade routes, maritime zones and resources previously inaccessible.

We have enhanced our conflict prevention and crisis management, so the ESS, but need to improve analysis and early warning capabilities. The EU cannot do this alone. We must step up our work with countries most at risk by strengthening their capacity to cope.

International co-operation, with the UN and regional organisations, will be essential.

2. CLIMATE CHANGE AS SECURITY THREAT

As an Annex to the European Security Strategy, the CLIMATE CHANGE AND INTERNATIONAL SECURITY Paper from the High Representative and the European Commission to the European Council, shows, that the risks posed by climate change are real and its impacts are already taking place. The UN estimates that all but one of its emergency appeals for humanitarian aid in 2007 were climate related. In 2007 the UN Security Council held its first debate on climate change and its implications for international security. The European Council has drawn attention to the impact of climate change on international security and in June 2007 invited the High Representative and the European Commission to present a joint report to the European Council in Spring 2008.

The science of climate change is now a little bit better understood. The findings of the Intergovernmental Panel on Climate Change demonstrate that even if by 2050 emissions would be reduced to below half of 1990 levels, a temperature rise of up to 2°C above pre-industrial levels will be difficult to avoid. Such a temperature increase will pose serious security risks that would increase if warming continues. Unmitigated climate change beyond 2°C will lead to unprecedented security scenarios as it is likely to trigger a number of tipping points that would lead to further accelerated, irreversible and largely unpredictable climate changes. Investment in mitigation to avoid such scenarios, as well as ways to adapt to the unavoidable should go hand in hand with addressing the international security threats created by climate change; both should be viewed as part of preventive security policy.

Climate change is best viewed as a threat multiplier which exacerbates existing trends, tensions and instability.

The paper proposes EU multilateral leadership to promote global climate security, because climate change is a key element of international relations and will be increasingly so in the coming years, including its security dimension. If recognized, it can even become a positive driver for improving and reforming global governance. As it is a global problem, the EU is advocating a multilateral response. Building on the successful Bali conference in Dec 2007 the EU needs to continue and strengthen its leadership towards an ambitious post-2012 agreement in 2009, including both mitigation and adaptation action by all countries as a key contribution to addressing climate security.

These official positions of the EU have been formed in the period between the year 2008 with its global financial crises, following the US break down at financing of housing, over the year 2011 with Fukushima Daiitsi up to now.

As any good multilateral position, the EU ESS and energy security related positions are flexible enough to include the traditional interests of the different partners as well, as new developments. But in the "Realpolitik" of the coming years, it makes an enormous difference, if You follow Lovins, when in "Reinventing Fire" he points on the vital necessity to be engaged on the Persian gulf for oil, or at the other hand, when in the near future European powers just have to learn and to train, how to secure and to operate with first responder forces in the large windparks, offshore, and to a minor extend of course onshore too.

3. EXPERIENCES AT CENTRAL EUROPE AND OPTIONS FROM THE „MENA“

Among the medium sized Industry states in Europe, our neighbor Austria was the first to skip the use of nuclear power as an additional energy asset.
Seven years before the Chernobyl catastrophe, an Austrian referendum in November 1978 refused the start of the newly built and already completed nuclear power plant at Zwentendorf in Lower Austria.
But our alpine neighbor had plenty of renewable energy resources at that time, and gets more than a third of its electricity from of hydro power plants today, so the Austrians had no urgent need to change their traditional mix of energy supply sources.
Not so many alternatives were available in Germany, as discussed above, and the German energy turnaround started under the limits of a quite different strategic framework. As the Germans, after the Fukushima Daiichi events, decided in a very fast and clear way about their complete nuclear power phase-out (“Atomausstieg”), many observers warned and criticized that with technologies in renewable energies affordable today, it would be completely impossible to close down all nuclear power plants in Germany.
The main arguments against a successful substitution of nuclear power by technologies of renewable energy (especially on electricity and not so much on heating) have been that on one hand photovoltaic energy is neither efficient enough with the existing state of technology, nor that we will have enough sunny hours at the northern part of the globe. On the other hand, wind energy as an in the meantime reliable and proven technology suffers by the fact that we don’t have wind the whole day long, as long as we don’t install our wind generators on the sea or at heights where the wind is always blowing.
These arguments are obviously correct, and one reaction was to reach out to the sunny regions at the European borders, and to push forward the idea of “desertec”.
This mega project for renewable energy aims to set up a cluster of solar and wind farms stretching across the Middle East and North Africa (MENA) region, and to connect to Europe via a Euro - Mediterranean electricity network primarily made up of high voltage direct current (HVDC) transmission cables. The project, estimated at €400bn, will provide 15% of Europe’s electricity by 2050, if realized.
The “desertec” concept was based on studies by the German Aerospace Center (DLR), supported by the Club of Rome and the Jordan Government, and it was made popular by the idea, that “The world’s deserts collect more energy from the sun in six hours than mankind consumes in an entire year.”
So it is theoretically quite easy to get more energy out of the “desertec” project as there is need for all European and neighboring states together, if a stable and secure network can be found. In the real world, however, it will need no further discussion that any political framework which guarantees the huge investments in “desertec” is closely linked to the peace process in the Near and Middle East, and to the stability of the states and societies following the “Arabellion”.
But the question of security and safety in energy networks is not only a question of peace in the Near and Middle East.
It is a problem of Cyber war, Cyber terrorism, and of safety in new forms of critical infrastructure, organized either centrally top down, or in a clustered network with regional producers.

This is because of a complete change in the philosophy of our energy grids and logistics, when we started to include renewable energy from many local sources, together with the traditional central places of production by big plants.
In the early stages of industrialization we have been used to the idea that there is a central producer of electricity out there, normally a large power plant, and this big producer sends the energy to the consumer, be it an enterprise or a private household.
This was basically the same during the era of the cold war, and it was in the interest of the big producers even after the iron curtain was torn down at the Hungarian border, and the following years, when the old bipolar world changed into today's multi-polar world order.
But a completely new situation emerged when the upcoming public interest met the new technologies.
It is obvious that we need as many energy producers as possible if we want to strengthen our energy independence. In this case, the cited authors Lovins and Rifkin go along with the mainstream of European ecologists.
And it is not only a political but a logical consequence that we must give the new local energy producers a realistic possibility to feed the surplus electricity of their wind generators, biomass converters, photovoltaic windows, or small scale generators into the public grid, if we want them to invest in local production of renewable energy and to increase their capacity.
In the meantime, the Germans made the biggest step ahead. With their EEG, the "Erneuerbare Energie Gesetz", they gave the producers of renewable energy a comprehensive guarantee to sell their locally produced electricity into the public grid.
But of course there are similar legal constructions in other European states.
Now at this stage of the transformation process into a smart grid, we theoretically face the situation that every private household is consumer and producer as well, as it has some squaremeters of photovoltaic devices.
Or, more realistically, any bigger farmer or small and medium enterprise with one wind generator or more, is able to produce up from 1,5 Megawatt, and as long as the wind is blowing, it is connected to the grid, and the existing grid has the capacity to transport the electric energy at that time and to the places when and where the energy is needed.
So we have to close the gaps within the European grids, and of course we have to solve the problem of the storage of surplus energy, which is not needed immediately by industry or private consumers.
This can be done with hydro plants, refilled during the night hours by the surplus of electricity, or maybe with one of the many new accumulator techniques which are now under development, or when using the surplus electricity to produce gas or hydrogen.
But there is a more systemic problem we face: The old energy grids are not smart enough to connect the consumer to the grid, when he is more or less at the same time a producer as well.
So, now what is this smart grid, officially, and in the eyes of the consumers in reality? We have used the very wide definition of the EU above, but Wikipedia defines it quite well, as a smart grid delivers electricity from suppliers to consumers using two-way digital technology to control appliances at consumers' homes to save energy, reduce cost and increase reliability and transparency.
It overlays the traditional electricity distribution grid with an information- and net - metering system.

With this new consumer friendly smart grid, we get a completely new second security issue. Power distribution and monitoring today is in its initial stages of becoming a smart grid with some substation network intelligence often connected by microwave, power line and fiber optic from point to points.

Although these core network infrastructures are very basic, they may prove useful in operating the needed private IP backbone of the smart grid, for these network backbones were not meant to securely connect two-way digital connections from every home, every building or every factory and every energy-using appliance throughout the power companies service area.

Adding millions of these connections to the power grid distribution system is no simple task in network or network security.

It is neither simple in respect to the question of implementing a cost effective system of electronic metering devices which are compatible among each other, nor is it simple in respect the task to avoid interventions by teenage hackers, or, more seriously, by organized attacks of cyber criminals, terrorists or a real cyber warfare.

These cyber-attacks on a smart grid a similar to the cyber-crimes or a real cyber war at the communication networks, and it has two main aspects:

Of course, a forced blackout of a regional or even transnational power grid by a cyber-attack comes to mind and has some public awareness.

But with very sensitive metering devices we get as a second main problem a new problem of data security. With today´s state of art, it is possible to know which DVD movie you are playing, if we can analyze the pattern of the use of electricity in an average private household.

As we have seen, in the newly released calls on security research of the 7th Framework Program, the questions of cyber security generally got a high priority, even, when they have not generally been linked to energy security.

Especially all fields of cyber-crime, cyber terrorism and cyber war come into a higher focus.

But we must be aware, that a cyber-attack on the net, combined with a forced blackout, can be the easiest way to damage our modern societies by breaking the modern backbones of strategic and critical infrastructure.

Therefore the cyber security in our communication networks and the new smart grid technology as an overlay of logistics and communications are the two most relevant new main frontiers in security, and the related security research.

But we have a new asset in Europe, which will be integrated. With the German “Energiewende”, the Germans intensified their step out on the high sea at their exclusive economic zone at the sea, to use the sea as an impressive source of renewable energy, for the wind at that regions is blowing with an average speed from ten (or more) meters per second. And the German approach was the planning of large scale wind parks off the German coast, putting the wind generators 40 meters down the sea, and with 80 large scale wind generators in each of the planned wind parks. Partially their new pilot wind parks are even interlinked with training areas of the German navy, which maybe will develop new forms of coastal security and safety procedures when combining maritime traffic safety with the strategic interest in safe and secure wind parks, delivering 24 hours renewable energy from the high seas to the continent.

4. THE BIG PICTURE: TURN OFF THE TIDE

The strategic securing of primary energy is changing within one generation – slowly, but irreversibly.
The big picture in a historical approach can explain some common misunderstandings in the debate about the status of fossil primary energy, especially coal, oil and gas.
The need of strategic energy resources is as old as mankind.
If we look at the use and the strategic protection of primary energy with an unbiased mind, it is obvious that the fleets of Roman Galleys, as well as equivalent fleets at the Mediterranean after the Romans, be it under the command of Venetians or Ottomans, needed energy to move their rudders. They needed and they used primary energy, in this case „stored" in form of Galley slaves, and a logistic with ongoing support to the fleet with Galley slaves and some food for them.
Phoenicians, Normans, Portuguese, Chinese or Spaniards needed wind in their ocean going vessels, and so did their Arabian, English, French, Netherlanders, or Dutch counterparts.
Without the primary energy source - wind – energy - they could not operate their blue – water navies.
Changing from the maritime world back to the armies of most of the great empires, we can easily see, that neither the expansion of Hittites, of Goths, of the Magyars under King Arpad, or the Mongols with the biggest land based empire in history, is possibly thinkable without a large-scale logistic and primary energy for terrestrial movement. That means fodder for thousands of horses, biomass, as we would define it today, obviously a source of primary energy which any western army needed at least until the end of World War I.
This short historical hindsight shows very clearly why some popular ideas about the status of fossil primary energy sources do not show the whole picture.
It shows at well that the legendary report to the Club of Rome by Donella and Dennis Meadows about the „limits to growth" easily brings us in a wrong direction, when the end of growth is in a Malthusian scenario argued with the limits of the amount of fossil primary energy.
Of course the Club of Rome is an institution respected worldwide, and there are later reports to the Club of Rome such as the study of Becker-Boost/Fiala about „Growth without Limits", which gives us a broader picture on the independencies.
Psychologically it is understandable too, that Dennis Meadows and many other analysts concentrate on the fossil primary energy sources, even if they try to avoid a simple Malthusian model of exponential growth, and the limits of this exponential growth in a world with limited resources.
And surely Lovins is right to say, digging up and burning the deposits of ancient sunlight stored eons ago in primeval swamps has transformed human existence and made industrial and urban civilization possible. However, those roughly four cubic miles of fossil fuels every year are no longer the only, best, or even cheapest way to sustain and expand the global economy—whether or not we count fossil fuels' hidden costs.
Even when we disagree with Lovins that a urban civilization needs fossil fuels, because neither Babylon, nor Nineveh, Alexandria, the ancient Greek city states of Homer and Socrates, Rome, Constantinople, nor Venice, Nuremberg, Buda and Pest, Paris, London or Samarkand did need fossil fuel to develop its ancient or medieval glories.

But one thing is clear. Our current civilization is based on the waves of industrialization over the last 250 years, from the time of Queen Maria Theresa with the first experimental fire machines up to now, and on the development of modern factoring and the diffusion of the steam technology.

A similar diffusion as we have seen in steam technologies (from machinery to means of transport on sea and land) can be observed with other key technologies like steel manufacturing or chemistry, all depending on fossil sources.

But regarding primary energy, we see the substitution of coal by oil products, and of course, but logically, only in part, by the use of water power as a renewable energy, when electricity is used to substitute the gas lantern in the cities, or the electric railway substitutes the diesel driven locomotives at the same pattern, as before the diesel locomotive substituted the steam machines on the railroads, and produced even that amount of the electric energy necessary to support the Manhattan Program in World War II, and to develop the first atomic bomb as well, as the basis for nuclear power as used in power plants.

As long as there is Uranium available, the use of nuclear technology has some special features. One thing, as mentioned above, is obviously the industrial backing of nuclear armament.

The second issue is not far away from this. As long as strategic submarines are used which can stay under water for months, nuclear reactors instead of conventional turbines will be needed. But surely the nuclear technology carries the problem of high risk, not only seen at Fukushima or at Chernobyl, but years before at Three Mile Island at Harrisburg/US, or at Sellafield/UK in the Western hemisphere, and it carries the problem of highly active nuclear waste, which is not included into the pricing of the production of electricity by nuclear power plants, even, if the transmutator technology (at this time only at one experimental reactor at Belgium) maybe could close the nuclear cycle at the future.

Not taking into account the production of heat (for here there are, in addition to heat clutches and solar thermal panels also biomass power plants, in urban areas connected to district heating technologies and waste incinerating plants), there are, besides the further development of water resources which in the meantime comes to its socially accepted limits, only two strategic players for the energy production of the future.

This is on one hand of course photovoltaic, the efficiency of which increases constantly and impressively, but which will, calculated from today, most probably take 5-10 more years to be really dominantly competitive.

Therefore, medium-term strategic concepts such as, e.g., solar energy plant nets for Europe in the Sahara (for example the "Desertec" project), may grow to strategic importance.

At the moment, however, there is only one alternative method of energy production besides hydro-power.

This is wind energy – an ancient technology not only in the sails of the Phoenicians or the Vikings, or on the coast driving the Dutch windmills of the last centuries.

However, meanwhile, the technology of electricity generation from wind energy has reached an order of magnitude which can be strategically crucial.

Not completely surprisingly the improvement of the efficiency of wind energy moved in the 80-s and 90-s of the last century in the area of a few dozens to 1-200 kilowatts. Meanwhile, the world champion's class has arrived at 7.5 megawatts, which can also be visited along the Danube in Potzneusiedl (Burgenland) in the triangle between Austria, Slovakia and Hungary.

If one supposes as a rule of thumb that a plant with 5 MW upwards can supply a provincial town with approx. 15 000 inhabitants, then one understands that the announcement of the county of Burgenland to wish for energy self-sustainability in the near future is far from being a joke.
Such self-sustainability is realistically foreseeable even today amongst the highly developed industrial states of the Northern hemisphere.
Denmark, as we pointed out above, as a highly developed core country of the EU and pioneer of the wind energy at the coast and offshore in the open sea, counts on autarky even before the year 2050.
On top of these considerable examples, be it at regional level such as in the counties Burgenland or Lower Austria (and concerning renewable energy, the tele-heating, Vienna), or on nation state level Denmark or the Netherlands, the perception of the European nuclear powers is remarkable.
In the just reissued "Atlas of globalization" of the French Le Monde Diplomatique, it is noted in several chapters (unchanged to the end of 2012 since the state in 2009), that
" in Europe, first of all, Great Britain - usually far from being an ecological outrider - invests massively in offshore wind parks".
Is also stressed that, long before Fukushima, the British had "aimed high" to increase the part of green electricity in their nets from 1.3% in 2005 to 15% until 2020.
Therefore, in the first phase, 6 wind parks with altogether 400 MW went into operation; meanwhile, the construction of further parks with 560 MW started, and in a second phase areas for another 8000 for off-shore wind power were contracted out. Between 2012 and 2020 another 7000 wind turbines with a performance of 25000 MW are to go into operation, which corresponds to an estimated investment volume of 100 billion pounds. Meanwhile, of course, London has raised the compensation for offshore electricity, thus keeping Great Britain the most important offshore market world-wide also in next decades - and forming, together with Germany, approximately 60% of the world market, behind that the Netherlands, Sweden, Denmark, Spain and Belgium, so Le Monde Diplomatique, not without marking, that it in 2008 there existed only one single (!) wind turbine in the German North Sea.
The UK is one of a small number of countries to have reached 5 gigawatts (GW) of wind power (onshore and offshore)
And until now the UK is number one in the world for offshore wind power generation having overtaken Denmark in 2008.
In addition, Le Monde Diplomatique believes that Europe could supply itself, and refers to the Study (cited at the beginning) of the International Institute for Applied System Analysis, IIASA, in Laxenburg, already from the year 1982, that a combination of wind power, biomass, Photovoltaic, water reservoirs, tidal power stations, geothermal energy and pooling technologies play together in a form that Europe can supply itself self-sustainably with the efficiencies of renewable energy attainable already for some time already today…

HOUSEHOLD ECONOMY AS THE BASIS FOR ANY ECONOMY

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Abstract: *We live in turbulent and uncertain time of changes never detected in human civilization so far. These facts were monitored by frequent and more destructive crises in the social, economic and moral context. One reason for this situation is the abandonment of the basic principles of the household economy and acceptance of unnatural and illogical way of life and work. "Modern economics" has introduced a number of speculative institutes, such as futures, stock and stock index, earning on the changes in exchange rates, the consumption as a basic momentum in the development of economy and society, socially irresponsible behavior and behavior in the use of natural resources. This resulted in numerous problems, because it shows and proves that nothing comes from nothing, but that all comes from something and serves to something. In other words, speculative activities that have been legalized through legal procedures cannot produce a new value, but the redistribution creates an unequal relationship with the suspect, and so to say "unhealthy" outcome.*

This paper tries to show the necessity of abandoning certain assumptions of "modern economy" and the return to traditional values given in the household economy, which of the creation of man to the present day was a successful and provided the growing needs of humanity, an increased standard of living and longer life of human.

Keywords: *household, head of a household, household economy*

1. THE HOUSEHOLD ECONOMY - NECESSITY OR DELUSIONS

Family i.e. household economy attracts the attention of modern society and civilization. It has always been a source of modern society and economy. Research and analysis shows that the cult of traditional society and the economy is kept in order to maintain the roots of the new generation and a new economy. It turns out that the one who does not know where it comes from, does not know who he is or where he is going. When one does not know where to go, all roads and destinations are suitable. In order to avoid this, it is necessary not only to preserve, but also to restore traditional values, as they improve the performance at macro, but also at the meso and micro levels in every society.

In this context, the hunters and Neolithic organizations were mobile and tried that present times serve the future, and they have introduced "the barn" as the first warehouse where they stored the fruits collected from the wild or products they produced. In this way, participants of these organizations were beyond so-called temporal problem between seasonal production and continual consumption, especially regarding the food. Hunting i.e. Neolithic organization was thinking about the present but also the future of its own survival.

Other organizations, in its evolution were taking care of the economy, even though they did not know what it actually means. Probably the first book that became a model for household economizing emerged in the fourth century BC and was called *Oikomikos* written by Xenophon of Athens. This book begins with "introduction of the good life and exemplary use of resources, followed by a section on the virtues and qualities of leadership required by the head of the household, the training and management of slaves. The longest section of the book is related to agronomy but the one that does not require any technical knowledge from the reader[1]. Pre-capitalist and capitalist i.e. non-capitalist and post capitalist societies had, have, and will have the economy as the basis of survival. In all economies, the main problem was that with limited resources, to meet the growing needs of the people.

Detailed analyzes show that the modern economy is suffering from artificial, unnatural and illogical instruments that are not sustainable and that proved to be ineffective. The reason is the abandonment of the postulates of the household economy, as the only true basis for ensuring the development of society and civilization in general. Practice shows that the household economy is no longer applied even in modern households, i.e. the modern households accepted a number of arbitrary use and immoral ways of life and work. It is shown that citizens of developed market countries are returning to traditional dishes, and "granny" cakes, that alternative types of tourism, especially rural, replace mass tourism and that there is a trend of de-urbanization of cities and return to the village as a natural environment for living and working compared to the cities, and so on. However, the return of the household economy and its use in the modern context is missing and there is no indication that this will happen in the future.

Studies show that countries that cultivate traditional cult, i.e. household economy, are generally successful in the long term. For example, the Japanese have a pronounced cult toward traditional values. The Japanese family is an example of harmonization in whose basis is making a Japanese woman. Japanese honor their ancestors and the elderly, everywhere and anywhere. Working fanaticism has reached such a level that it can be said that the Japanese do not work to live, but live to work. Frugality is an important feature of the Asian nations. Their responsibility is very strong, and they have a collective spirit, because they live in "group and for the group." These characteristics are the values based on the principles of the household economy[2].

A similar situation exists with the business and other countries worldwide. Of the total number of companies in Europe, families own 85%. It is shown that in successful companies, there is order and work, collegiality and good human relations, characteristics that are found in every household. Of the hundred largest companies in Germany, 51 are in the family, or

[1] Moses I. Finley: „Ancient Economy", University of California Press, 1999. p.p. 17-18

[2] Ž. Radosavljević: „Menadžment u modernom biznisu", Privredna akademija, Novi Sad, 2004, p.p. 449-453

household hands. The company recorded a faster growth than others did, and they are among the most successful companies in the country, among other things, because in these companies characterize the government hospitable spirit.

Contrary to this, many countries have stepped into the so-called modern and post-modern society and economy in which traditional values have lost their significance. So-called modern concepts, mechanisms, and philosophy, which not only are contrary to traditional views of life and work were introduced, but produce a lot of damage. An example of the transition countries, including some countries with developed markets proves that. Many of them have spent more than they produce, which is unsustainable concept. This concept has seen its opposite in economics, which emphasizes the view that by increasing private consumption can provide economic and business growth, which is absurd. The introduction of many speculative tasks and activities devalued traditional business principles. The neo-liberal model of the functioning of the market, leaving the gold standard and the uncontrolled printing of money, the legalization of speculative operations, separation of ownership and management and the appointment of manager as principal, immoral commerce transactions that have turned into scams, etc. have brought civilization to review the existing models and concepts of the functioning of the economy and society.[3]

Unsuccessful companies borrow and pay interest to banking and other financial institutions. Endeavoring to provide cheap credit growth and economic development is contrary to all logical laws of economics. Of course, each loan is expensive if it is spent on personal consumption and cost of credit should be viewed comparatively with the value it will produce. Each cost of credit that is less than the effects that this loan achieves is acceptable. Accordingly, the increase in private consumption may not be a viable concept to launch economic activities, because it is contrary to common sense, especially if it is a longer time dimension.

One of the most effective ways to increase the effectiveness of civilizations is to restore some of the principles of the household economy, which were confirmed through centuries of practice and whose postulates are natural laws, and as such are consistent, regardless of the nature of society, the level of technological development, cultural, religious and other characteristics. In this context, household economy does not take place in the classroom or apprenticeship offices, but everywhere and anywhere. A number of spheres of life and work can explain understanding and applying some of its principles in a natural and logical way. In everyday life, it shows that "many mysterious aspects of daily life and work, in fact have a perfect (economic) sense)."[4]

From the above it can be concluded that the household economy is the foundation of all economies and will continue to be. What distinguishes some companies is the fact that in some cultures it cannot be evaluated, more or less. This is not nostalgia for the past, but the need that in a modern economy develops household economy to some of its principles i.e. to apply in modern conditions.

[3] S. Slović: „Kako zaraditi na promenama deviznih kurseva", R and B College, Beograd, 2008

[4] Robert Frenk: „The Economic Naturalist", New York Times, 2007

2. THE ORGANIZATION SHOULD OPERATE AS A HOUSEHOLD

Household or family is the basic unit of any society. It connects heaven and earth and establishes communion. It becomes the basic embryo in which good people are growing. The household provides acquiring work habits, without improvisation and deception. In the family, we know who likes to work, which individual virtues are related to certain individual, and what are its weaknesses. In every family order is functioning, without prescription and supervision. It works on the principle of harmony, both within the family and with the environment, which is a significant source of synergetic to increase efficiency. Regarding to this, I Ching, the Book of Changes, says, "Let the head of the household is really a head of the household, let the wife be really wife, let the older child to be actually older, and let the younger child really to be younger child. If you establish such a relationship in the family, there will be order in any society. If there is no order here, it will not be anywhere."[5]

Analyses show that the highest degree of socialization is realized in the family i.e. households. Here there is the greatest level of trust, which is natural, because family relationships are based on blood i.e. friendly relationship. For all members of the family it is critical to survive, and to develop and grow, which is why they are willing to increase their efforts, sacrifices, etc. In maintaining the households, all members, including children and older people are involved on those tasks that suit their physical and intellectual abilities.

The family is constantly thinking how to achieve greater success, better living standards and provide greater wealth. Dinner is usually an event that bring family members together, where everyone know its place and where each member analyze what is being done and what should be done next, or the following days. Therefore, they are always working, i.e. thinking about business. It is shown, that dedication to work and progress of all members of the family inevitably leads to success. Longevity of families and their businesses is in proportion to the administrative level of their commitment to community and household tasks.[6]

In the household are living separately, but in the community. Each member has a birthday, his childhood, youth, old age, maturity and death. Each event is marked in the household. This is true for the birth or baptism, or the legal age or marriage, the patron saint, and death. For each family member there is a place, no matter what the age is. This is the best way of socialization. House or home is a mirror of the first man, the head of the household, and his entire household. Every home and household is unique; there are no two same households. It is therefore unacceptable the standardization of households, as it is impossible to do that with a man, as an individual.

The fundamental basis of every household is to work together, to trust and to have mutual respect. Thus, actions are performed together in a household, as this increases the performance of the work. However, households are often mutually helping each other and performing complex or seasonal activities so their success is even greater. To illustrate this, it is enough to point out the cooperative work group. In this model, each member of the household went to assist other households in time of harvest, the construction of a building, farming, deforestation, etc. Of course, people were returning this helping in the same way or in some other way, and the idea was in achieving synergies. Therefore, people in the past knew about synergy

[5] Ji Đing – „Knjiga promena“, Prosveta, Beograd, 1996.

[6] V. Ward; „How Family Affect Strategy“, Families in Business, Novembar, 2002. pp. 17-20.

and that working together is always more effective than the sum of the partial works. In other words, people in the past, i.e. households and householders were unwittingly creating and using new energy arising in the performance of working together, which is called synergy.[7]
The modern business is far from resembling household i.e. household economy. Dedication to work is decreasing, which is reflected in absenteeism from work, increased conflicts between employers and workers, leading to strikes, worsening relationships, which are seeking techniques to motivate employees, i.e. to solve conflict situations.
In modern conditions, a number of European Union countries are in collapse, and the reason is non-household behavior of the state. In the world of high turbulence and dramatic changes, the state has retained the attributes of the medieval institution that develop the ways of taking higher taxes from households or organizations, and acquired government treat in a non-household way.
In business organizations, the trust, help and solidarity is at very low level, perhaps the lowest level in decades. Therefore, synergistic effects are lacking, as a free energy that produces added value. This happens even though the modern physics has proven that "at the same time more action force creates a new energy," i.e. the purpose of any organization is to integrate people to successfully accomplish goals. In the modern conditions, this is almost impossible, because the household economy is eliminated from the organization.
The introduction of certain assumptions of the household economy in modern organizations would have a positive effect on increasing performance. For that, we do not require any financial investment, which are often cited as reasons for certain acts or omissions. For example, the increase in community organizations, trust and commitment of the staff and other stakeholders we do not need money, but the household economy and education. Today, there are a large number of educated individuals, but we are in deficit when it comes to good economic education or the efforts of human to behave rationally and consumes less than what is earned. Only in this way, civilization will survive and thrive.

3. MODERN BUSINESS NEEDS HOUSEHOLDERS

Modern science of management is flooded with terms and phenomena such as managers, leaders, managers, champions, etc. Many of these terms are displayed incorrectly, or they are given the attention that they do not deserve. It turns out that many of the professions in modern conditions are overcome, that others are well established, and that many of them are marginalized.
For example, management as a science and profession of managing external capital i.e. assets was a characteristic of the beginning of the 20th century in the industrial capitalism. The idea was that the owners cede the management of their companies to separate entities and, later, to professionals, to ensure sufficient competition. Reason for the creation of management and managerialism, is increased manager production of products that for the first time exceeded demand. In the situation where there is a problem of product placement, there is a need for professionals who can successfully organize and manage production resources and potential of the company. Since the owners themselves were not capable, or did not want to be dealing

[7] Ž. Radosavljević i drugi: „Samo-Organizacija", FORKUP, Novi Sad, 2011

with the management, they have hired individuals outside the family and entrusted them with the right of managing company. They were looking for educated, and in the last few decades, they are increasingly looking for people who are willing to continuously learn.[8]
The concept of management as a dominant model of leadership and direction of working together is more than a century old. It is, more or less, the same, i.e. kept its philosophy to this day. Cosmetic changes are not sufficient to ensure longevity to this complex and arduous profession. Fundamentals remained the same, and the styles of autocratic, democratic and liberal to a team of management were changing. Here, as in other aspects of life and work has shown that what does not change has no future, and to ensure the longevity of a profession, we need to modify it at least as fast as the environment changes. If this happens, profession or organization, and every living thing lagging are doomed to failure and loss.
In modern terms, family companies govern the world. Manager as principal capital is unable to successfully manage others' property, as it was in the past. He tries through creative accounting and adjusting financial statements to show a better business performance, than it really is. External auditors in the role of an independent audit verified reliability of financial statements are helping with this (balance sheet, income statement and financial flows) and give a positive opinion, although the company is poor and often in very difficult situation. Therefore, the purpose of adjusting the financial statements is to provide the management of long-term management of the company. It is clear that this type of corporate governance is wrong, as demonstrated countless times in the practice of business management, it has been proven that no matter what level of salary and other forms of stimulation, there is a collapse of the company and a difficult situation.
The above indicates and proves that successful companies need the household education i.e. householders. The household cannot be acquired with education in high schools, business, although it has a higher specific gravity in relation to business education. Practice shows two problems, as follows: (1) there are educated business people, who are not the householders, and (2) there are householders, but without business education or college diploma in management. First, think they finished the job ending the business schools and acquiring MBA diploma, and that theoretical knowledge will be sufficient to achieve business success and every other success in the company. For others, the problem is, they think they are handicapped due to lacking of an MBA degree and that they cannot be successful. Neither one nor the other is wrong, because everyday practice shows that a large number of highly educated people fail to become successful, while on the other side, a large number of individuals who do not have diplomas, achieved great success. Of course, this is without prejudice to the high level of correlation between education and success, but warns that in addition to business, a domestic education and behavior are necessary, in order to ensure sufficient competition. Today, there are a large number of educated business people, but not the householders.
The best situation would be if the business education coincided with the household and that householder at the same time has the degree in management, or other faculty. However, this is rarely the case, which raises the need that high business schools in the world review their programs and implement the domestic economy, based on which could develop a modern economy companies.

[8] Ž. Radosavljević: „Menadžment znanja-od predvodništva do maestralnosti i dalje", FORKUP, Novi Sad, 2008.

Practice shows that it is not enough to be householder, but it is necessary to be good, or the best one. A good householder is a good businessman, a good citizen, a good father of a family. Not one or other, but all together. A good householder has a good family and leads the household to progress. In housekeeping, the householder is trying to be the best. The pursuit of the best is the basis of the household economy and commerce. This is not just a “biological father,” but also the authority of a household, the authority that divided Roman law into three elements, namely: power over their children, custody of their children, and power over his wife and children against women. The power of the householder over its property is reported separately. Economic ability is the power over the children, his wife and the whole house.[9]

4. WHAT GOOD HOUSEHOLDERS DO?

It is hardly to answer what good and successful householders are doing, in a universal context. The reason for this is the fact they are unique, have different educational, social, cultural and other characteristics, different operating conditions and different starting positions. Some of them started from nothing, other had something, while third inherited wealth from their ancestors. However, good householders, have the following characteristics:

- A successful householder is the one that works the best. He is doing the right things in the right way, which is the basis of modern economics. Householder assumes that only the best is good enough. The characteristic of a good householder is tilled fields, pruned orchard, good vineyard, good cattle, good barn, rich food, hospitality, and so on. At the same time, ridicule are those who have not dealt with their property on time, or have poorly processed, seeded, etc. or did not timely process corn, mowed the lawn, edit yard, etc. To become the best in their environment is becoming relatively easy, but it is difficult to maintain this epithet. The positions are highly prized values and are the basis of modern economics, but also for spreading to other segments of the economy and society.
- A good householder never or rarely taken loans and credits. Good householder sees assignments as a failure, if it spends more than it earns. Because of this, he estimates its ability to restore taken. The householder usually operates and supports its household without borrowing, spending as much as the household earns. Its financial leverage is usually 1. He’s doing that with his own money, trying to expand the material base of operation. Often prefers to charge interest from the banks, but to pay interest to banks. This Ford did, and many other great entrepreneurs and householders.[10]
- In relation to this, the real household is always thinking about the possible disadvantages, i.e. the future. Therefore provides a “reserve” to serve the present future. Pursuant to the above, the success of each householder is reflected in what and how much left to his descendants. The starting point is that no one has the right to spend its life unproductive, but to leave to its descendants more than he succeeded. As result, humanity has progressed in each new time dimension and becoming more successful and richer.

We can imagine where civilization, as well as Serbia, will be today if the states, i.e. the state government acted in household way. A large number of European countries, including the

[9] Aristotel: „Politika“ 1278 b. pp. 37-38

[10] Ž. Radosavljević: „Tajne uspeha velikih imena svetskog biznisa“, Preduzetništvo, Beogad, p. 138

Republic of Serbia, which for years borrows, plans budget deficit and how to spend more than they earn. For example, the projected shortfall in the state budget for Serbia in 2013 amounted to 3.6 percent of gross domestic product. It is estimated that the planned deficit of 122 billion is going to reach around 210 billion. Thus, the planned deficit of 3.6%, the actual deficit in 2013 is going to be 4.5%.[11] Higher spending compared to what is earned, is in fact descendants of deficit spending and the generations to come. A good householder does not leave debts to his descendants, without prejudice to their survival in the future, how modern state operates. Thus, borrowing is not only an economic but also a moral issue.

• The household economy is based on the fact that they are good householders, good parents who raise children, and children are considered as the highest value. They raise their children to preserve what they have created, pointing to poor examples who squandered the estate and ancestral wealth. The biggest problem is not to create wealth, but whether it will be preserved in the future. In this context, the householder prepares the successor, so after his retirement he continued to successfully manage the household, to increase property and prepare its successor. Let us remember Vlajko Godjevac, the famous Belgrade householder as he tried to protect his wealth after his death. "On the eve of the death, in 1937, he drafted the will which did not fail to oblige grandchildren to inherit the principles that have guided him in life. In his deathbed speech, he was asking of others to obey traditional virtues of his home and family in the future. Honesty, diligence, kindness, avoidance of evil and wickedness are the most valued requirements. Thus, the compiler of the will left the last testimony of himself and his life, "but an example of good householder, as the basis of the household economy.[12]

To which extent this principle applies today in Serbia and other countries in transition? Does the company plan careers i.e. their successors? Do we have any thoughts on the future, which will be not only dramatic, but also uncertain? Therefore, any indication and a minimum shift on these issues would be a big improvement for every economy and society.

• Household economy launched the first request not to accept those who do not raise children, who are not valid taxpayers, who have no experience of a good householder in their own home, or the company to any leadership position. Without this life experience school education or professional specialty is not enough, or political party affiliation. In most developed countries, household or family is an important source of power. The family tree is evaluated in the selection of significant economic or political functions. This practice is not surprising at all because the old folk saying is, "Like father, like son". At the head of each household is the householder, and it was the wisest and most experienced member of the household, which is consistent with the position of Socrates that "management should be entrusted to the wisest heads" and that one should not underestimate the management of small farms, because the one who knows how to manage his household, he knows how rule the state.

Is now appreciated this traditional devotion of great householders. Who now owns the most important functions of the state of Serbia? Is today the most important functions of the Serbian state manage householders, and those who had a successful household, or whether the wisest are in leadership positions in companies, public administration, etc. There are many questions, but the answers can be devastating from the standpoint of the household economy and general common sense.

[11] Privredni pregled, Beograd, no. 16154, 12. 03. 2013. p.1

[12] Lj. Nikolin: „Beogradska čaršija", „Budućnost", Novi Sad, 1995.

Is it possible to manage the agricultural union, or any other system, if the householder does not have any experience, or experience in managing and creating a successful household. Can you manage the state, business associations, ministries, large business systems without high-level experience? How is it possible that often the first job is a job in the conduct of a government department, whatever it may be? The blame for this lies with the householders, because the field is left to non-householder, those who are not good businessmen and often learn of life and work at a high price, which turns out to society.[13]

• The household economy has proved it is possible to make a great expert out of householder, but it is not possible to make a good businessperson out of the non-householder. It turns out that today business education is included, while neglecting the household. The dilemma over whether to evaluate the household or scientific knowledge, should always be resolved in favor of the household, as a good household often leads to knowledge, and scientific knowledge is often an obstacle for domestic behavior and activating logic, improvisation and other phenomena, without which one cannot imagine the household economy and welfare. Let us remember the question, "How to eat an elephant?" The scientist says according to the laws of science. Practitioner, said, "Bit by bit".

• Fostering the cult of the best family is a rule in the household economy. The household economy and good householders tend to hard work, starting from the fact that nothing comes out of nothing, but everything is coming out of something. Regarding this, we should take into account findings of J. Ward, "Whole life, we do what others say it is impossible. We would never be successful, if we have not been guided according to the previous belief. That is why, we always do things that are difficult and unusual, and we are far stronger as individuals and as families. That is the challenge of maintaining a successful family business, in fact, a challenge that makes us all stronger. According to us, it is something that makes us better. If it were not so difficult, it would not be worth the effort."[14]

According to the preceding, it can be questioned whether in the companies and at the state level, as well as in contemporary homes is working harder and smarter. Kids cannot make money, but can save money and spend less, so this is another way to achieve success. Spenders are negatively evaluated in the rural economy. Hence, the traditional practice of good householders is to connect, often through godfather, marriage or the marriage of their children. Distortion of traditional values i.e. the practice to marry the householder's child to non-householder's child is dubbed as the decline of the family, or reduction of its rating. Although some traditional values in a modern context cannot be accepted, they must be kept in mind when making important life decisions.

• The householders are exemplary property holders. They do not sell what their ancestors left behind, even when it is necessary, when you do not make a profit, and often creates damage. This is a traditional respect for ancestors, but also a reminder of their value. This applies to the Serbian householders. They do not sell the best cow, one that gives milk, but the worst one. They do not sell good piece of land, what is needed for the house, and almost never sell things from home. Great householders strive to increase property that their fathers and grandfathers left them. If they sell something, they immediately invest in real estate property for the sake of increasing their wealth.

13 K. Bosanac: „Domaćinsko staranje", Organomatik, Beograd, 2004.

14 Džon Vord: „Razvoj porodičnih kompanija, Asee Books, 2004. p. 26.

Is there household economy in Serbia over the last few decades, and in today’s terms? It is not necessary to be a scientist, a teacher, or a scholar to see that our masters sell everything that can be sold, what is valuable, what you can easily sell, what everyone wants. Therefore, they sold our natural treasures, sources of water, cement factories, and the future of next generations. Regarding to this, I. Adizes says, “It is not true that we hand over the world to our children. We actually borrow the world from our children. We leave them dirty, messy world that they will have to clean up and find a solution for the deficit in the social insurance that they will not be able to cover, in order to survive.”[15] If the creators of privatization policy in Serbia had in mind a simple but logical basis of the household economy, this would not happen.
That is not all. Where is the money invested from the sale of the most valuable resources? Most of it is used to mitigate the budget deficit i.e. for the personal consumption, that is, it is irreversibly consumed, without being able to extend or increase the wealth of a nation and Serbia. Selling the most valuable resources is coming to an end, which allows non-householders to meet their personal and the ambitions of its party, and no one thinks about what will happen after that.
• Good householders managing village. They are chosen and rewarded because they prove themselves through the household, i.e. through cooperativeness. Poor householders are marginalized, people were pointed ate them. This rule was not respected only in our past from decades ago, when the so-called new socialist government evaluated the proletariat, those who had no rating in the village, hamlet, its streets, and so on. It was thought that they were supposedly “pure” that they did not violate the morals, and the wealth was considered immoral and associated with the kulaks. To what extent great householders were persecuted, evidence the fact that the best Serbian householders before the Second World War were declared traitors and their property was nationalized and has not returned. The situation is the same even today, because many Serbian householders are despised, and their success and wealth people associate with immoral activities.
• The householders are good citizens of the state. They accurately fulfill their obligations to the state. They do not allow selling of household assets for unpaid taxes, to turn off electricity for non-payment, or to participate in joint actions in the hamlet, village or group of villages. A real householder is a leader always and everywhere.
The above principles and practice are crucial to create a healthy economy and society. Modern society and companies are created based on the economy of the household. This applies to all areas of the globe, regardless of socio-economic development, political system, cultural social, religious and other characteristics. Today’s giants in different spheres of production and sales in the USA, Japan, the United UK etc. grew out of family farms. Japanese companies even today continue with the tradition of samurai, humility and other virtues cherished for centuries. The situation is similar with Chinese companies, as well as Singapore, Taiwan, Hong Kong and other areas known for its long tradition of family and community businesses.

5. RESUME

Classical economics has largely lost its importance, because its business is largely based on unnatural laws and concepts, such as monopolies and monopolistic tendencies, speculative

[15] I. Adizes: „O ličnom razvoju“, Hesperiaedu, Beograd, 2012. p. 155

activities and transactions, earnings in foreign exchange rates, intellectual theft, trafficking in counterfeit goods, fraud, money laundering, etc. Thanks to the non-business and unethical transactions, many companies have made enormous wealth, without creating a new value to their business. However, the life of the business empire, including the states that operate on these postulates is short, as evidenced by the economic crises that are more frequent and more devastating.

The exit from the above conditions is to be found in higher use of the principle of legality and the household economy, i.e. managing the household. The household economy is the basis of any economy, because it is based on natural laws, which are objective and as such are permanent. Thus, technological and organizational forms, strategies and business concepts can be changed, but not the fundamentals on which organizations survive and through which it achieves its goals more efficiently. As bees "collecting honey for 126 million years, causing flowering and pollination, it is necessary to work smart in the economy, to save and think of the future. This does not mean these will automatically lead to success, but there is no success without the above postulates. In other words, it is possible to change some kind of beehives, honey strainers, processing, transport and distribution, etc. but you cannot change the natural law that the bee is the basic for everything, because it is able to produce natural honey. The same goes for domestic economy. Because of this, household i.e. household economy and his majesty the householder need to be risen to the highest level of techno-economic and organizational capabilities. I believe that the future will belong to the household economy and householders as its creators and implementers.

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NEW CHALLENGES OF THE STATE, ECONOMY AND MANAGEMENT IN MODERN AMBIENCE

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Abstract: *The paper investigates three main pillars on national and global level: the state as political and legal institution, economy as primary element of each and every system and management as "the brain" of every organization. These phenomena don't work singularly and independently, but in mutual relations, because of which they should be considered and investigated from the holistic point of view.*
The purpose of this paper is to point out the necessity of abandoning the classical country which functions on feudal or industrial principles and introducing a new concept of the state which will suit modern conditions of business making and challenges arising from it. It is also necessary to break with the stereotypes in classical, that is industrial economy and to introduce a domestic economy, as the only real basis of every development and progress on national or global level.
Of course, these should be added another alpha plus, and that is the necessity of abandoning the industrial management which was valid for industrial era and the necessity for creating modern management which power will be based on competence, social responsibility and domestic oriented business. In other words this paper aims to promote these concepts: host country, domestic economy and domestic management that present the only healthy or natural foundation for success on national as well as global level.

Key words: *Economic country, domestic economy, domestic management*

1. INTRODUCTION

The fact is that the mankind, in its evolutionary development, went through agrarian and industrial civilization. Agrarian civilization was based on the land, as a main resource, agrarian workers, agricultural technology and agricultural economy, and on the country which its existence was based on feudal solutions and institutions. Agrarian society has developed agrarian economy, striving to eliminate hunger as the main problem. Its basic problem was in securing sufficient quantity of basic life supplies for the survival of the state and the nation. It lasted the longest and in all parameters was less efficient and effective than the industrial era. As such it had the lowest standard of living and relatively short life.

Industrial era has based its strength on capital as a basic resource. It was believed that the one, who owns the capital, has a wealth with which he can compensate for the lack of other resources. “Blue coats” or skilled and specialized workers presented the basis of industrial organizations, and industrial tools, machines and robots in a far advanced developmental stage have replaced traditional technological ground based on agricultural tools and accessories. In all parameters, this civilization has developed industrial economy or industrial society and institutions. Certainly, this era has had greater success but a better standard of living as well and lived longer compared to the agrarian civilization.

Today we are in so-called post industrial society or in a society of information and knowledge. Its basic characteristic is that the knowledge has become the most significant resource for which you can buy every other resource. In the society of knowledge, as it was stated, basic resources are information and knowledge. The carriers of economic and social activities are so-called “white coats” or experts with a college degree or specialists and PhDs. Informational technology has reached such a level that many working activities were mechanized and a man almost excluded from the process of production or manual labor. Changes that occurred in so-called era of information and knowledge have overcome the changes in technologies that occurred in human civilization in the whole.

On the other hand it is evident that the globalization has done its business. National borders are cancelled or got soften so we can refer the world as a global village. No country is self-sufficient today. It must be related with other countries, but also to respect the rules that are formulated at the global level, which national rights, international trade and cooperation in general gives more power. This is apparently a radical change, which should introduce radical changes into all subsystems of the state organization.

However, all research show and prove that the state, economy and organization or management have not changed or they did not change with the dynamic that other subsystems of the economy and society on a global or national level did. These elements have for the most part remained at a level of relatively closed society and in some elements they made a step backwards in the concepts and techniques which they applied in order to respond to challenges and problems they are facing with in economic and social life.

So, the basic hypothesis of this paper is that the changes in the sphere of the state and economy or management did not follow the changes in other areas, leading to big problems on a national and global level as well. It is shown that inconsistency of the mentioned elements leads to longer and more destructive crises that produce new and more complex problems on a social, technological, cultural and sociological as well as ecological agenda. For the state, economy and management the common thing is that the modern business conditions have changed in such a degree that their outdated concepts are no longer able to diagnose and solve social, economic and other problems.

It should be noted that the industrial country, classical economics and management contributed to the previous era of human civilization, so that they were developing and improving the national community and the world in general. They built their concepts and institutions in accordance with the knowledge and experience of that time and acted in accordance with the time and the development of the productive forces. However, they are no longer able to provide satisfying performance, because they did not change, and these changes were not in accordance with changes in other spheres of life and work. When subsystems do not change in parallel or balanced way a new gaps appear which destroy the unity or integrity as the whole. So, if a man, as conscious being does not develop physical, intellectual and emotional side of his mutual interactions in parallel way a new great problems and imbalances are being created in functioning of the man.[1]

The situation is similar in organizational systems. Here, as well as in other cases, is shown that any organization or government, economics and management if it does not change nor it changes fast enough; it becomes an obstacle to the whole development, and ultimately produces the crisis that in the end leads to disappearance.

2. THE END OF POLITICAL AND THE NECESSITY FOR INTRODUCING DOMESTIC STATE

Research of the modern states show and prove that they are as institutions in the lowest crises, because they are not able to respond to more complex and uncertain problems that occur within them, but also of those who come from the closest environment or from the global level. It is shown that the economic power of the country has changed compared with the industrial countries, especially with the feudal and that a large number, of even middle-income countries has a lower ability from the multinational and transnational corporations that rule the world of business and thus the world on a global level. So, today the global enterprises are those which decide the world but the national issues as well, while in the previous period that was the work of the state.[2]

It is shown that the economic dimension is not only final, but the most important too, and that it usually determines the political power and the state. In other words, there was a change and the movement of capital and relation between the state and the company in general. While in the industrial civilization the state helped companies through direct or indirect investment, grants, subsidies, etc. Now global companies fill the national budgets in order to serve the state bureaucracy. There we have a new relation, i.e. The one that gives money has the right to control that is, companies to direct the state, instead of the traditional ways in which the state was the main conductor of economic activities, and thus the main institution for social, economic, cultural and other organizations.

States have finally become the main cause for creating a problem, for that reason there are new general social and economic conditions for business, and it works on old-fashioned and classic basics that are better suited to the feudal or industrial operating conditions. To confirm that all stated above is true, it is enough to recall the situation in a great number of states regarding public finance, conducting a torture and prevention of democratic changes of internal unrest, riots, strikes, ethical conflict, to terrorism, waging a war between states, etc. Even the European Union, which a few decades ago was stable and for a long time attractive for the membership of some countries, creating major problems today and is less attractive, not only for the membership of new countries, but also for maintain existing ones, it appears that there is a tendency of individual members to leave and operate individually.

[1] Adižes, I., *On politics*, HESPERIAedu, pg. 14.

[2] Anđelković Maja et.al., "The End of Politics and Necessity of Introducing the Economic State", *Economics,* Niš, 2011

The main, or one of the main reasons for the problems at the global level are states and regional international organizations, which have not transformed and have not lived in accordance with changes. According to all said above, stated by Paul Wartzlawick "A change of the second and third level is necessary not of the first". In other words radical and fundamental changes are necessary; it is senseless keeping the system alive through cosmetic changes. It is almost necessary a new concept of the state or a new ideology of managing the state and that is domestic state.[3]

A state should functions on the principle of a company that is of a household

More accurate analyses of the state functioning in the last few decades show and prove that the classical concepts and paradigms of governance are overcame because they do not give good results. It turns out that the concept of the political state is particularly unacceptable which is designed on the principles of the feudal and capitalist society, and the necessity of creating the concept of economic that is host country.
Today's concept of the state in all the parameters represents a political state, which is characteristic for the period of industrial civilization, with relatively modest technological development, inadequate or difficult communication between state institutions and civil society, etc. Political parties have organized and governed the state for more than a hundred years with the aim to establish a monopoly and to provide as much privileges as possible to their political option or party to which they belong. In these circumstances, the state is mainly engaged in legal and political science, and economics are mainly engaged in the macro aspect, that is the economic system.[4]
All stated above represents a stereotype, which has existed for long in other areas of life and work or the perception that leaders of political parties who receive the most votes in elections are appointed for presidents, or prime ministers, or to be placed for the managers of individual government departments and sectors. It is often forgotten that the leaders in the political parties does not mean that they will be successful in leading positions in the ministries, or as managers in the public sector. Ways of formulating the government are the same as a century ago, using traditional methods, spokesman and party representatives, whose job is to go to the polls and presents his political program options, in order to win the confidence of voters and thus gain a majority to form the government that is the state.
Everything is more or less the same as a century ago, although the technological, cultural, social and educational environment has changed. G. Tripi warns with statements: "Two other reasons for the existence of political parties are to, based on programs support the candidates from their political options and to provide donors for campaign finance. However, these two functions are in the contemporary conditions highly questionable. The reason for this is be-

[3] Wartzlawick spoke about the changes of the first, second and third level. Changes of the first level mean changing what we do. Changes of the second mean changing the way we are working. Changes of the third level mean changing ourselves and the concept of ourselves. For further reading you can see in: Wartzlawick P., Weakland John and Fisch Richard, *Change: Principles of Problem Formation and Problem Resolution*, New York, 1974.

[4] M. Anđelković et.al., "Unsustainability of classic state and economics in modern conditions", *International Journal of Economics and Law*, FORKUP, Novi Sad, No 1. pg. 113-115

cause the candidates are from the people, now able to gather more volunteers and organizers of the campaign, using the Internet and social networks, than it has in the past been able to do any political party, through its principal committees and party network.

According to the above, the Internet has even reduced the cost of communication and political party candidates and made them almost free. In the electronic age, the campaigns are not only necessary, but also harmful because they are paid from the budget, and these costs are borne by taxpayers. Voting can be done electronically from home, which reduces or abolishes the so-called costs "Guardian of the box", electoral Commission, but also a waste of voter's time. All citizens have the right to vote, and are becoming electronic voters and may vote through an unique identification number. This method of election authorities means that there are no events on which a promotion of policy, paid terms, billboards and other advertising equipment is done. Electronic voting excludes events and meetings of political candidates with voters, a number of preparatory meetings and other logistical support. In these circumstances, the elections can be organized more frequently, because it will be virtually free, which will reduce the financial burden of citizenship and provides a greater chance for better choice of government that is the government and its departments.

Information technology has enabled the transformation of traditional or political citizen into the electronic citizens, and with it the introduction of direct or immediate democracy, as the highest level of freedom, especially in the selection and election of leaders who will represent, and guide them through the increasingly complex and uncertain conditions of a business making. In these conditions it is also necessary to change the country radically. However, in the world of information, political principles and political citizen from industrial organization are largely retained, since the introduction of electronic votes, electronic MPs, including e-government, many in the civil service have left without their jobs.[5]

A state in countries that are in a process of developing and in transition is in more complex or difficult position. To a large extent, the state expresses its power through compulsion and force rather than through force of economic. Examples of developing countries from the African and Asian continent in a past few years prove this, especially when it comes to the decade-long reign over individual leaders. State that is its leadership is largely usurped power and with autocracy succeeds to maintain control with the enormous privileges.

In countries in transition, instead of the political country it is mostly cheap political state present on the scene, which is even worse version of the political state. In these countries we can more or less talk about the structure and organization of the cheap political country in which the party in power changes the laws and supreme law, or the constitution in accordance with their needs, in order to ensure the interests of the party in power. In it political structure represents the interest groups that are trying to win the voters on unrealistic promises and manipulations that are temporarily in important governmental positions and then enjoy the "fruits" of their short mandate. While on the one side, members of the political parties in power get rich for a short time, at the same time the citizenship gets poorer. One of the reasons for this state is hostile relationship towards the state, in which the state party or cheap political top leads.

Country under contemporary conditions must be considered like any other organization or company. It has a goal and that is to create a favorable business environment for the successful

5 Bakiingem G. and T. Vard, *What next-The experts guide*, Harper Colins, 2008, pg. 251

operation of businesses and other organizations. Every organization, including the country has its own inputs, transformation processes and outputs. Its inputs are the resources that it provides in order to complete its mission that is to fulfill the objective for which it exists. Transformation processes are the standards, procedures and rules of combining certain resources, or inputs, in order to obtain a product or service. But even so simplified process of functioning of an organization shows that its aim is to with lower pending charges, or inputs, achieve a greater effect or output. This applies to the country as an organizational system as well. In other words, this means that every state, like any company, or household it has to put in the first place the economic dimension, as a default, because if the system does not achieve a higher output from the input, it is sentenced to a setback or failure, as the ultimate source of all organizations. Therefore, achieving the satisfactory economic effects is a precondition for the achievement of other organizational and social functions of each state.[6]

Bearing in mind all above and the state, as well as any company can be in a position to go bankrupt. That happens even today. It is enough to mention the situation in many developed market countries in Europe and the world, which have been or are on the verge of bankruptcy. It happens and it will always happen, if the inputs are higher than the outputs, or if business functions are irrationally and uneconomically organized at the level of business, or other organizational structures. This refers to the USA as the most powerful country in the world, too. As to say The United States are located at the point of their life cycle, which calls for a strategic re-engineering. A new Franklin Roosevelt is needed, someone who is charming, who can raise our hopes and renew our trust completely, who is able to listen and thought with other people, to learn and teach at the same time."[7]

B Prime Minister should be a director that is a host

If the state is perceived as a company, then many of the rules and principles of the organization, conduct and operation of these enterprises can be transferred to the State, as an institution in the broadest sense. In a company order, work and discipline rule in respect of technical and technological regimes. In it there is a democracy until decisions are not made, that is any employee should be involved in making interest, but not a professional decision too. When a decision or a normative act is made, it must be respected and implemented, which brings us to the phrase "Democracy in decision making, and a dictatorship in implementing decisions". In other words, it is desirable that employees are involved and give suggestions for making management decisions related to their status, interests, etc. In this process it is necessary to use the Institute of compromise that is to give up certain requirements in order to reach a decision or solution to the mutual satisfaction. So when a decision is made, it must be carried out and there is no compromise or democracy there.

If it is about a professional decision, it must be made by professional experts or professionally, without a compromise and determination. Compromise in professional decision, is not allowed, but is also harmful, which is logical, because the surgeon cannot follow the example

6 Radosavljević Života, "New challenges and concepts of a state in contemporary conditions", *LEMIMA 2011*, April 2011, Novi Sad, pg. 8-28.
7 I. Adižes, *About politics*, HESPERIAedu, 2012, pg. 177.

of compromise so that operates one tonsil, and leaves the other. He has to do this job according to professional standards, regardless of what the patient would have wanted, or accepted. Practice shows that companies in the past had largely assumed principles and experience in governing the state and enforced in organizing and managing their organizations. Today, the direction has changed, so the state takes over the practice of organizing and managing transnational and multinational organizations. This transformation is logical, because the contemporary business operates in a market that takes on all the characteristics of a war scene, where there are the daily struggles over the market, with far greater destruction than as to say they are classic consequences of war. Therefore, organizations that manage to survive in a market, or in some of its segments in terms of fierce competition function on a high level of organization, adaptability and acting in accordance with the situation. This could be taken relatively successful in the management and organization of modern business or organization engaged in the production or provision of services.

However, research shows that up to the present day management science has not promoted enough the professionalism in managing the state or public sector and other government organizations. Reasons should be searched in indisputable fact that the state in its anatomy is sluggish, not enough homey and by the rule ineffective. In addition, the state is an institution that is slowly changing, especially when it comes to questions of economic spheres. A well known consultant in the field of management initially has denied the importance of management in the public sector, but after extensive documentation on research in the public sector, he has noted that the professionalism is needed in the management of the state and in its subsystems. In that way this famous guru has approached other management theorists about the significant professional impact on the business success. Hence the need to take into consideration the public policy, which a country leads on political stability and admissibility of international strategy that is the conquest of other markets.[8]

Bearing this in mind, the government or its agencies and organizations need to understand the citizenship as a client, who needs to be delivered a service that is usually defined in a monopolist way and they cannot be provided by any other authority in society. These services, should be provided by the state under the best possible conditions, and quickly, professionally and with the lowest price. If this isn’t accomplished, the citizenship, as consumers will sanction a political option that has formed government in the election, as it happens with the management of the company. Hence, the management remains in the organization, as long as stakeholders are satisfied with the level of profit that is growth and development of the company. However, if the owners are not satisfied, they trigger a mechanism for his removal and the appointment of a new management.

In order to fulfill all above, in the theory of law and the state it is necessary to introduce a new stand that the state should achieve primarily economic function. In this context, the Prime Minister should be treated as the chief executive (CEO). He must have adequate knowledge and skills for organizing, managing, communication, managing the public finances, development and management of himself. The biggest problem in the management of any organization, and the state is to find ways and concepts for managers or prime ministers and other senior executives so to manage themselves successfully. Here we may clearly conclude: “Pass over your doorstep, is the longest part of the road,” meaning that many managers know how

[8] World Class: Thriving Locally in the Global Economy, 1995

to manage others, but not themselves. However, it is shown that the one who does not know how to govern himself, cannot organize the others, which calls the need for business education to dedicate greater attention to this phenomenon.

Certainly, ministers in the government should be treated as the functional managers in a company. They are in charge to in accordance with the adopted politics and strategy, operate that is to apply the strategy in its resource and to create a favorable climate so to accomplish defined objectives. They, like the functional directors should also have the knowledge and skills in order to manage their departments' effectively. Bearing this in mind, in the eighties and nineties, a great number of political leaders or Prime Ministers and members of the government in the G. Britain, the U.S.A. and other countries attended courses in management and organization at the prestigious management schools, in order to acquire the necessary skills to manage their departments successfully.[9] Already in this example is shown how important it is in leading positions of the government and ministries to have individuals who have the knowledge, skills, and experience in organizing and managing systems.

Presidents of local government managers are in the lower part of the state structure. They are in a range of defined policy or strategy and operation; they need to realize the objectives set at higher levels. And this structure must have an adequate knowledge and experience in the management and organization, in order to successfully create an environment for conducting the state policies and strategies. In this way, the conditions are being made for the introduction of competent management structures at all levels of the hierarchy of a state. This is both a requirement and a condition to introduce professionalism even at lower levels, in public companies and other public institutions.

In countries in transition, including Serbia, the Prime Minister and members of the government or the ministers do not operate in this manner. The prime minister is usually the leader of the most powerful political party that has won the elections and ministers are usually politicians who held important political positions in their party. Professionalization as a key factor of every success here has not been applied, so one cannot expect a satisfactory performance. Instead of professionalism, the main criteria for naming individuals for the highest state positions, is moral and political eligibility, rather than expertise. If we even add to the above the practice that members of the government are those who name parties, and not the prime minister, as leader of the team, that members of the government give answers to its political leaders rather than the Prime Minister and the citizens, then we get a clear picture of how and what degree have environmental laws and principles been applied to the states in transition. The outcome of this practice is the general inefficiency and underdevelopment of the countries in transition and of Serbia.

3. THE NECESSITY OF RETURNING TO ORIGINAL PRINCIPLES OF THE HOST ECONOMY

Second round of issues is related to the economy, and the classical or industrial economy, which lasts for more than a century. Postulates of industrial economy are active for decades,

9 Radosavljević Ž., "Necessity of introducing professional management in the public sector", *LEMIMA 2011*, April 2011, Belgrade, 2-5. April 2011, pg. 112-115

with minor changes, to the present day. Life experiences and scientific evidence show that what provides a long life are changes, or modifying the discontinuity. To maintain such a long life, it is necessary to live with the changes. In other words, if the continuity is measured, then a change is a condition. So secure future means a life through constant changes, by the principle that "all is changeable, and only changes are constant" in the same time it is a precondition for creating greater succes.[10]* ***(*.).***

Although contemporary business has radically changed over a period of several decades ago, old-fashioned ideas and concepts of the industrial economy are reserved. Some of the concepts are turned into stereotypes or misconceptions, which led to the failure, and the creation of economic crisis, such as: (1) understanding the market as self-organization, (2) considering a man as a rational human being, (3) misconceptions that through spending you can activate the economic "flywheel".

The most effective way to eliminate or marginalization of stereotypes of industrial economy that have been stated is returning to host economy, as the real source of every advance and progress, economy and society.

Understanding of the market as a self-regulator. For a long time the market was considered as the main automatic controller of the market and economic trends in one country. It still has its basis in the so-called liberal economy even today, which goes from the supply and demand, as well as to the basic mechanisms that affect the allocation of resources and the regulation of economic trends. It is shown that the concept of a liberal economy and market takes credit for economic expansion in the long run. For the financial crisis in 2009 as usual culprits were: (1) the concept of the market economy, (2) regulatory agencies, and (3) the Federal Reserve in the U.S.A. The problem is not in the cause of the crisis, but how was it possible to happen there in the world of high professionalized management that was first developed in the USA and whose business colleges had the highest rating in the education system at the global level. Regarding this, Alan Greenspan, former chairman of the U.S. Federal Reserve, the man who has been named the best banker that has ever existed in the world, admitted in front of the U.S. Congress that he was shocked that the market does not work in accordance with his expectations of life ". A large number of scholars from the field of economics have pointed out that the world is paying a heavy price because of the mistaken belief in the power, the invisible hand or the market.[11] It is clear that this is not the market's fault, but unrealistic assumption and belief in its power.

It is clear that the market is not a living being. It does not function on the principles of self-organization that is to regulate its functions by itself, or like living beings to solve problems on its own, to strike a balance of supply and demand and to establish self-regulation, self-control, self-management, etc. The market is an artificial creation, which requires regulation, foreign intervention and the use of market mechanisms for its functioning. The market has changed so much that it has easily overcome the ability of national governments to manage it.

In the scientific opus, it is always necessary to ask questions, what is the alternative to the market and the market economy? Surely it is not conducted, and the economy that has been established between real socialism, in which the state assumed all management functions and management of the property which it had in its disposal. The success of countries with real so-

[10] CK Prahalad, *Strategies for Growth in book Rethinking Competition*, Boston, 2006, pg. 112.

[11] Ariely D., *The end of rational economic*, HBR, July-august, 2009, pg. 78.

cialism is unknown, and the consequences of the state economy cannot be healed until today. Practice in contemporary conditions of maintaining and introducing the state in the economy and the activities is more like suppression or market and economy destruction, rather than leading to its success. It turns out that the state is more or less always bad host and it cannot do anything fast, and the absolute state is absolutely bad and slow to respond to the demands of the modern business.

So, the state's economy is unacceptable, and the market should be upgraded with elements of regulation. The market must be managed, and the biggest problem is finding a measure of that activity. Strictly controlled market is dangerous as well as too liberalized. Going to extremes of both sides leads to a crisis. However, one should bear in mind that the crises is the element of self-organization. The crisis is actually an imbalance, which at the same time becomes a point of equilibrium, which means that the crises are natural phenomena, because it shows that there is no progress without a crisis, nor there is a crisis without any progress, as there is no death without birth or birth without dying. Of course, self-healing and training of self-organization is the eternal law of nature, and the only difference is, how long does each cycle last, and with what dynamic do changes take place.[12]

Misconceptions about rationalization of a man as reasonable being. It is well known that the economy is the science that deals with the rational use of resources for achieving specific goals. It is based on the principles of industrial and rational economy in which all the participants more or less behave rationally and that a man always or when making major decisions behaves rationally and with reason. On the other hand, the buyers or consumers behave rationally in accordance with their own interests, but also the companies in the market behave rationally that is to respect the customer considering it the most valuable part of the active. A similar assumption is when it comes to relationship between management and employees, where it is pointed out that people are the most valuable potential of each organization. Based on these assumptions, a whole infrastructure of classical economics is created, which operates to this day.

In practice, the reality is often different, which is the reason enough for certain scientific claims to be put into question. Psychoanalyst Freud was among the first to question the ration of man, with the statement that man is inclined to make major life decisions with the heart, not using the head, which is the first sign of irrationality. On the other hand, "it is rare a company that consistently seeks to do business in customer's satisfaction, though many know the price of customer's dissatisfaction. This even happens in conditions of promoting corporate social responsibility, as well as a new system of values. Also, a large number of companies in practical procedures are inadequate when dealing with employees and treats them in terms of classical economy and management. More experiments have showed that the customers are emotional, depressed, short-sighted and easily confused and are not able to make good and rational decision.[13] Life experiences show that a man in over 90% of cases handles and operates in a manner that is widespread in the community where he lives and works, and not

[12] Radosavljević Milan et.al., *Holistic technology of success – How to become successful*, FORKUP, Novi Sad, 2011, pg. 65-66.

[13] The Swiss explorer Ernest Fehro discovered that even the phenomenon of revenge in which it is important to inflict harm to someone even though there are no use of what so ever. For more details read in: Ariely Dan, *The End of Rational Economics*, HBR, july-august, 2009. pg. 78-83.

in a rational and expedient way. According to all stated above, the infrastructure built on the basis of classical and rational economics must disappear and be replaced by a functional basis of economic science.

The third misunderstanding of rational economics refers to the sphere of consumption. Classical economics starts from the concept that consumption becomes the main “flywheel” of production and with increasing the consumption and can increase production can be increased as well that is employment, buying funds, etc. This is a logical conclusion, since the purpose of each production is that goods find affordable demand or consumer.

However, more detailed analysis of the causes of the economic crisis in 2009 in the U.S.A. was just over-consumption, which was not accompanied by adequate economic growth or productivity and the economy in general business. In the absence of funds, the only way, to maintain or increase the personal spending at the individual level or the state; is to take a credit, loan, or to use previously saving funds. That has happened to this day, especially when it comes to public spending, which leads to the financial or banking system breakdown. Of course, the collapse of the financial system was not the cause but the consequence of excessive spending, or spending that did not have “covers” in production and the economy in general business.

Even today, there are advocates that the economic crisis can be solved by increasing consumption, which is unnatural, because as an old saying says: “From the barn can be taken only as much as the barn has”. On the other hand, in the science of management has long been crystallized the view that problems cannot be solved with those concepts that led to problems for which the problem itself originated, but using new ones. So the problem is not in overspending, but in the lack of new value created, which would be in accordance with the needs and consumption. In these circumstances, the state, and today organizations as well have taken a mortgage for financing personal consumption, have increased the financial burden because of the interest that must be paid and with it they have come in even worse situation.[14]

Economic activity can be more dynamic with the use of foreign exchange reserves for developmental purposes. Investing a part of the foreign exchange reserves in developmental projects can bring far greater monetary stability, than interventions in maintaining the stability of the local currency by taking foreign loans, under the most unfavorable conditions. This concept is very difficult to accept in a monetary economy, even though it is from the standpoint of economy and business acceptable, which can be seen from the point of view of the president of the Economic Serbia, Mr. B. Grujic, “I do not understand why anyone has the right to have such a high foreign exchange and reserve requirement, when the whole world is drowning in problems and trying not to let the economy to stop. Such policies and the concepts are inadequate for the condition of the world and national economy.”[15] This reasoning has its place, but the main problem is that the states, especially those in transition have prepared projects and they are not willing to invest in the economy. Holding foreign exchange reserves is the opposite of logical economic laws and generally to a host holding of a property.

According to the above, it is necessary to return to the postulates of the host economy and spend as much as it is produced. Hire consumption is not allowed and less is desirable. The host economy, just insists to spend less than it is produced, in order to remain a part, or a frac-

[14] Ferguson, N., *Managing in the new world*, HBR, July-August, 2009, pg. 43-53.

[15] Grujić B., “Governor leads a bad policy”, *Ekonomist*, Belgrade, mart 200., pg. 13

tion as a "reserve" for the future. Every animal has its reserves and a man should have them also. However, events in Europe show that high consumption has created a consumer society, and excessive consumption leads to a crisis with unforeseeable consequences.
The paradox is even greater if one takes into account that the countries in transition often take loans at unfavorable conditions, and do not to use their reserves in times of crisis. It turns out that borrowing is a major problem for future generations. This is not just an economic but a moral question as well, which opens a whole range of other issues. First, can the present political elite or the current generation, take the future for generations to come. Second, an opinion on the amount of indebtedness and over-indebtedness should not give the present but also the generations to come, especially if the debt was not channeled into productive consumption.
Healthy, home-logic raises several questions. First, the question about who are the people who bring into question the survival of future generations, if it is known that man is the only creature willing to sacrifice for their children and descendants, and who wants their children to have a bright future. Do they have children and do they think about other kids? Second, how is it possible for someone to spend what is not earned, or what does not exists, and that the community is not reacting and asking where does the money go taken from various institutions and banks. In these circumstances, it would be logical that the young generations ask the question of debt and over debt, as it would probably be asked in the majority of households, by the members, or their successors.

4. THE CLASSIC MANAGEMENT IS DEAD. LONG LIVE THE HOSPITABLE MANAGEMENT.

The classic management became in the early twentieth century in the process of separating the functions of ownership and functions of management, where the owners tried to transfer the right to govern to the professionals, and people who were educated and able to manage other people's property and achieving goals. The separation of ownership and management was possible through actions that were bought and sold on stock exchanges. It is shown that the management in modern conditions suffers from numerous misconceptions and stereotypes, because of which it could not manage successfully its business and other organizations. The starting point in the creation of management is that capital creates some value and that those who do own it should not do anything literally, since supposedly the capital is working for them through the realization of dividends as incomes from the property which is at disposal. The problem gets deeper if it is known that managers are being educated for the past, not for the future and that the high business schools, which form future managers are in big trouble, because their plans have not been changed and adapted to the business conditions over decades. The Managing Boards that were supposed to represent the interests of the owners did not play their role, because they were mostly elected, from shareholders, at the proposal of management and worked under the control of management. It turns out that the Managing Boards were mostly replaced on the management's proposal. So the idea was to control the Management Boards, and it turned out that the management controls the governing board, that decides what information will be forwarded to the board and which will be kept etc. It turns out that the boards are more ceremonial than the actual governing bodies, because it is difficult to imagine that they can influence the management of the company with so little information that they had, and with one or two meetings held during the month for a couple of hours. Of course, the board members were not competent, but largely accepted the proposals of management through the acceptance of a management decision.

In this context a particular problem is a strategic planning and management. This problem is present in both theory and practice, because the concept of strategic management was set five decades ago, by M. Porter. Analyses show that the concept of strategic management has not changed to this day, that there is terminological and substantial disagreement about its position and role, especially when the design of the governing bodies and shareholders assembly, boards, etc has been changed. Thus, strategic planning and management needs a radical redesigning and aligning its conceptualization with contemporary terms of a business. It is particularly important to on the level of Serbia leave the financing through loans from banks as the dominant mode of financing and accept the homely way, or internal financing through its own profits. Of course, for all that an optimization of the costs, determination of the market direction, and the systematic strategic reconstruction, and then the financial restructuring is needed.[16]

In Serbia, the boards have been referred to as the biggest problem in governing and even before they represented the feuds of political parties, than the bodies that carry out their tasks. In the end the boards were abolished, which was seen as a radical change that will increase the success of the business and other success as well in Serbia. The role of the board is mainly taken by supervisory boards. However, it is difficult that even they will control ideologically and politically unprofessional management in Serbia. There will still the biggest influence on the managing the public sector have the political elite, which in the supervisory board appoints the members of his political options.[17]

So there has been a degradation of the anatomical organizational being and created situation has been created in which management job is desolate, completely autonomous and independent body that gives answers to no one. The only thing the board could do was to order an independent audit that should verify the reliability of financial statements. However, even here there has been a deformation, because the external audit had to cooperate with management and internal control, where by the time and external audit was more or less controlled by the management. Positive opinion on the financial statements was wished by the members of a committee because in that way their work was positively evaluated too. All shows and proves that all the infrastructure of classical organization and management and classical is focused on unrealistic or inhospitable grounds, which leads to an economic crisis, as the logical consequences of previous acts or omissions.

It is clear that in modern conditions it is necessary to replace conventional management and organization with the new and apparently more acceptable modality of directing the work all together. It seems that the homey management is one of the possible solutions. This modality

[16] "The study about the company's reconstruction – Serbia 2012", Roland Berger Strategy Consultants, Belgrade, 2012.

[17] Relatively good representation and reasoning for the abolition of the administrative board in Serbia is given in: Milan Radosavljević et.al., "Reengineering of the boards-need or necessity", *International Journal Law and Economics,* Vol.1, No 2, FORKUP, Novi Sad, August 2011.

of managing organizations is largely restored to the original principles of governance or to the host way of managing.

The host managing that is management starts from the point to name professional management as the representative of capital, but with the host field of education. It turns out that the host business and education are different, and that there are a large number of qualified managers who handle numbers, finance and general optimizations greatly, but are not good hosts. They often obtain business success thanks to the skills, manipulations, monopolies and other speculative activities and operations that are on the verge of ethics. Finally there are successful leaders who did not have formal business education, and who marked a decade of global business. A large number of international businessmen from the sphere of production, hospitality, banking, hotel business, etc., rather were the hosts, than the men of science. Thanks to the homely behavior and action, they were able to build a business empire. Examples, like brothers Croc, E. Henderson, Hilton, Tomas Bata, Marks and Spencer, Sam Walton, etc., is to confirm this. They started from the scratch and managed through savings and rationality to create and then maintain their empire. Steve Jobs was a leader who did not finish college, and was named for the most successful business emperor in the last two decades. A man, who was identified as abandoned and chosen, got ill and recovered, achieved great success in information technology. His two mantras were: Think differently and focus. His host capabilities are reflected in a number of activities carried out as Apple's CEO. He eliminated the redundant product lines and made more functional new operating systems developed by Apple. He used the supplies economically, demanded that suppliers were accurate, and marked the computers as very perishable items like milk and eggs, with the zero tolerance for non-performing obligations. Steve, like any other host, thought about who will be his heir. He chose Tim Cook, to be his heir and true successor of his ideas.[18]

A good host has a lot of things that other people do not have. He does not sell but he buys and thus increases its wealth, seeking to leave its progeny more than what he inherited. If he sells, he does that in order to buy a new, more advanced and thus even better. Ford was a host because he had never gone into debts. He used to say: "I prefer to charge interest from the banks' savings, than to pay interest to the bank borrowings". Ford knew that it was easy to take the money, but one should return it and with an increasing interest. If he does not have the money now, then how will he be able to return it with interests? A good host knows the capabilities of each of his members and according to this assigns them specific roles. Seeks to provide an heir who will maintain the empire and it will also leave to his descendants more than what he inherited. As result to all of this, the civilization has made a progress.[19]

5. RESUME

The main hypothesis of this study is that changes in the sphere of government as an institution and the economy or management have not been followed by changes in other areas of technology, organization and general life and work. Here, as in other cases, has been proven that

[18] Isaacson, W., *Steve Jobs*, Laguna, Belgrade, 2012, pg. 470-474.

[19] Radosavljević Milan, "Homely economy as the basis of every other economy", *LEMIMA 2013*, Belgrade, Serbia, 18-21, April 2013

the state or economy and management have to be changed at least as fast as the environment is changing. This is a logical conclusion, since the countries have become less national with thin borders while the economics and management have become global, at the same time and with a high level of interdependence. So there is the paradox. On one side national states are being abolished, on the other hand their growing economic interdependence is shown, and hence their integration into the world economy. In this way the country takes greater responsibility towards its people. The lack of understanding of the above, is leading to numerous problems that have been diagnosed in this study.

It also proves that it is not enough to change only one element, but also the state, economics and management. This is of the reason that these phenomenons are found in the causal connections and relations. It is necessary to reveal many misconceptions and stereotypes of the past and to introduce new concepts, and above all economic state, homely and good economic and host management or organizing. It is shown that non-compliance of these elements leads to a longer and destructible crisis, which produces new and complex problems in the social, technological, cultural or social and environmental agenda. For the state, the economy and management the common thing is that the modern business conditions have changed so that their outdated concepts are no longer able to diagnose and solve the social, economic and other problems.

All indicators show that complex and uncertain business conditions that are today, will not survive physically the strongest, nor the most intelligent and educated, but those who are ready to change and respect the basic principles of the host country, the host economy and the establishment of leadership by the host behavior and treatment.

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HUMAN RESOURCE AND VALUES OF MODERN SOCIETY MANAGEMENT

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Abstract: *Each operating system and society as a whole seeks a new path of development, and human resources with their knowledge and abilities play a major role. Besides them, the work and success of the business system will inevitably affect the other holders of corporate governance - the owners, managers, customers and users of products and services, and the environment (suppliers, local authorities, banks, competing companies). This paper explains the design and connection of contemporary changes and satisfaction of holders of corporate governance. It discusses the general principles and provides guidance for managing relationships and satisfaction of various stakeholders in the process of production relationships in contemporary society.*

Keywords: *human resources, knowledge, changes, corporate governance*

1. SOCIAL CHANGES AND VALUES OF MODERN SOCIETY

Understanding the values of contemporary society, in this paper conceive as culture and quality of life, new technologies, globalization, creative business and resources management. Take for example the dominance of new technologies that are an invention of man, although he did not follow them and adjusted to them. Viewed from a narrow scientific and civil aspect, in this new changes society rapidly develops and change the way of work and life. Contemporary society carries many seemingly good things, but it is also of questionable values and overall relationship between humans and humans in relation to nature.

What is particularly bad, and which can be seen on the trail of good, is the rise of domination that threatens the quality of life and satisfaction of the majority of citizens. The growing dominance of politics, the dominance of capital spending domination, domination of trade and other material values with which organized minority endangers the majority and manipulates people. Imposing the will of the individual and the promotion of good and bad instead of the positive becomes a part of us, and it is increasingly difficult to oppose.

A moral value system, which we used to know up to the beginning of the 21st century, has changed and collapsed. Even what is written in the basic documents on human rights is not

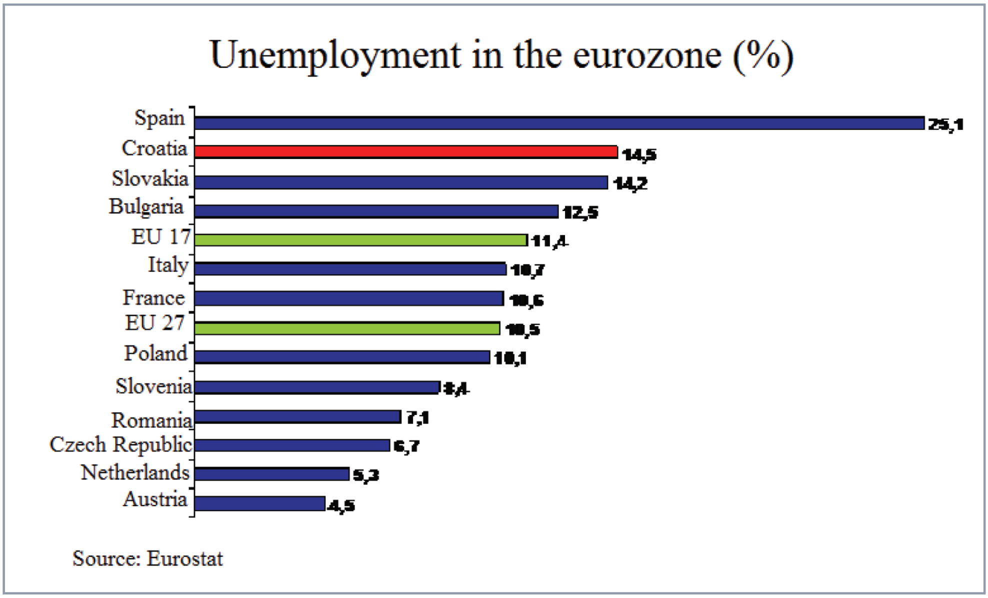
respected any more. One of these fundamental documents is the Universal Declaration of Human Rights of the United Nations from 1948, which is a summarized and comprehensive system of social values, representing the idea of human rights and freedoms resulting from the experience of the Second World War. The Declaration, the Western world has value marked the second half of the 20th century. The last ten years under the aegis of globalization and capital and non-transparent developments in banking and financial institutions in a democratic world in general, there is a set of values, often the opposite of the values of the Declaration[1].
During education, we were taught that we have to think about the vision of development what might be in ten years, and we need to write and speak in a way that we are not ashamed of our words and works after ten or thirty years. In every profession, we take oath in order to comply with professional ethical principles to positively value the charity, solidarity, humanity and promote public service, not self-interest. In everyday life, these principles and professional attitude toward the work and acting are less applicable.

1.1. Contemporary flexibility and job security

Today, there is no need to explain why the time in which we live is called “knowledge society” and therefore why all the major economic and other processes that are taking place now commonly describe phrases such as “knowledge,” “knowledge economy”,” knowledge management”, or appropriate adjectives ‘’human capital”, ‘’intellectual capital”, smart and intelligent systems’, etc. **Learning** is, except for the people, linked with the business, which is further evidence of the fact that **knowledge has become the foundation of competitiveness and the development of modern society**. In the past twenty years, unfortunately, we have degraded knowledge, and our educational system.
We applied the “Bologna a la carte” and take from it only what suits us now, so it now creates a semi-educated people. The employers, even those who are educated or seeking work, do not perceive Bologna system of education and lifelong learning. Therefore, now we have a situation where male and female students with a degree in their hands live instead of working, going to the Department of Employment or abroad. There is a particular problem in academic institutions that do not produce knowledge and do not lead to the skills and excellence. I am confident that we can change the existing situation and values better and faster. We need to define a national strategy and priorities for the development and rational use of our natural and human resources. In the near future, we could produce knowledge and share it with others, rather than importing it.
The national labor market policies must aim to create the same conditions for all market participants, and therefore it is essential to work on leveling the work in the commercial and public sectors. The differences between the contracts of indefinite and definite time should disappear and everyone would need to enter into contracts for an indefinite period, but it should ease the way to be able to cancel, and costs arising from it to deteriorate further. It is also necessary to continue to work to reduce payroll so the net earnings could more closely reflect the true level of worker productivity. However, reducing the level of protection of employees must be compensated by direct access to active policy measures that would boast employing

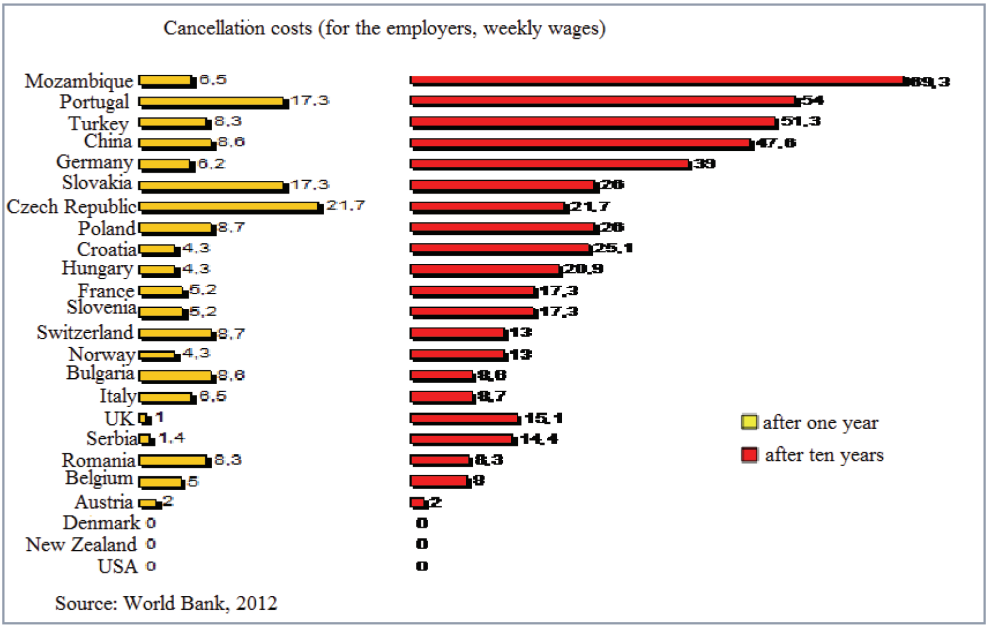
[1] Vidoje Vujic: Presentation at the round table - Values of contemporary society in the XXI century, Croatian Academy of Sciences and Arts in Zagreb, 2012., p. 97

workers who lose their jobs and help them get new jobs in the short term in a quality way. In the course of searching for a new job, it is necessary to provide a decent level of compensation for the period of unemployment.
However, the level of compensation should be such that simultaneously discourages the unemployed back into the labor market, which means that the highest level of compensation should not be higher than the minimum wage. It is also necessary to remove the weaknesses in the area of legal protection of workers especially in connection with large backlogs in court cases in the field of employment law, poor labor inspectorates and weak trade union activity in the private sector. Certain improvements have been made in the new law regulating the working residuals earned before the bankruptcy occurred, and it is obvious that one has to apply more pressure on employers, if it is to achieve effective protection of workers' rights.
At the same time, notice periods, severance and other costs of mobility, should be compensated by a longer duration of time for cash payment of unemployment benefits. At the same time, the state has, through active policies, to provide funds for the activation of the unemployed and their reintegration into the labor market. It is critical that the funds are directed only to those groups that are in jeopardy of becoming long-term unemployed. Types of policy measures would have to include three basic elements: the activation of the unemployed, education and subsidized employment or self-employment. Only a combination of measures helps release the vicious circle of unemployment, the informal economy and weak public support, and that is the economic development from the local to the national level, flexible legislation, and support of emerging businesses and the restructuring and labor mobility.



The next question is related to working hours and job security. ''Europeans have now become the world's loiterers. In average, they work less than Americans do and far less than Asians do[2]". Thanks to the prolonged education and early retirement, the smaller part of Europeans is available for work. For example, 54 percent of Belgians and Greeks over 15 years are able to work, compared to 65 percent of Americans and 74 percent of Chinese. Between the 1980 and 2010, on average, a greater proportion of the working age population was unemployed in Europe than elsewhere in the developed world. Europeans also have a significant drop in the birth rate and some countries are particularly striking - Denmark, Spain, Ireland, Italy and France, are more likely to strike than the U.S. and Asia. The unemployment rate is presented in the following chart.

In addition, due to shorter working days and a longer vacation, Europeans have fewer working hours. Between 2000 and 2010, the average employed American worked less than 1711 hours per year (this figure was reduced due to the impact of the financial crisis, because many workers worked reduced working hours). In that same period, the average European worked only 1437 hours, or 16 percent less. By 1990, the differences between European and American working hours were minimal - in fact, at that time the average Spanish worker did more hours per year than the average American worker. Nevertheless, since the European working hours were reduced by as much as a fifth. Asian working hours also declined, but the average Japanese worker still do the same number of hours per year as the average American, and the average South Korean works 39 percent more, people in Hong Kong and Singapore work by a third more than Americans[3]. Social rights of employees and the cost of termination of employment in Europe are also much higher than in other countries, as shown in the following graph.



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[2] Niall Ferguson: *Civilizacija- zapad i istok*, Profil, Zagreb, 2012., p.314.

[3] From an economy database of Conference Board organization, September 2010., http://www. conference-board. org/data /economydatabase / See also OECD. Stat and various OECD publications.

Today, security can no longer be associated with retention of existing jobs at any cost. Flexibility of work and employment is good for development and should be promoted, especially in periods of rapid structural changes. The main source of stability and income security of workers is to retain employment rate, rather than the protection of the existing jobs through a rigid legal framework of collective agreements, unions and the courts. For some, it is still quite unclear that preventing adaptability to new business requirements, and even reducing jobs, is not something that companies do as a caprice, but because they are trying to adapt in the short term in order to survive.
Policy that should facilitate the restructuring on the flexible labor market should include the following requirements:

- Establish a mobile center for re-employment of large surplus of workers at risk of failure with the goal of re-employment;
- Identify unemployed persons at risk of long-term unemployment and to assist them in acquiring the skills demanded by the labor market;
- Develop public-private partnerships that will enable the networking of all stakeholders in the areas of employment, education and development;
- To introduce effective mechanisms to support job seekers in their search for work, as well as their professional guidance;
- Strengthen the competence of the Employment agency as the main factor of mobility and the development of human resources for development

Retention of employees in a company includes the measures (instruments) required to be available in order to retain the personnel as long as possible and to prevent the decision of leaving the company. **The ultimate goal** of retaining workers in an enterprise and incentives for achieving results is determined by motivation for the work, and on the other side by motivation to achieve results. **The formal objective** of function is to retain staff in the company and stimulation to achieve the results, and those can be put from the perspective of companies under the concept of increasing efficiency.
The objectives of business owners and employees do not exclude each other. The hypothesis is that a satisfied worker produces better results. Pleasure is here just a mean to achieve results. The achieved result cannot be the purpose by itself or the only goal of the company. Understanding the value in this respect in society changed primarily under the influence by the so-called socially relevant groups (e.g., labor unions, guild associations, political parties) to finally act to reduce the alienation of work and to ensure the possibility of greater self-realization and self-development.
Achievement of results is seen only as a means of obtaining goods and services, which meet the needs of society. If the requirements for meeting the needs still had to be evaluated, then it is not possible to deny the results achieved with the satisfaction of the needs and their order. Preservation of vital functions of companies justify the results, which in this case are a basis for the satisfaction of material and non-material needs of employees, management and shareholders.

1.2. General principles and the level of corporate governance

General principles of corporate governance holders are identified at three levels. **The first level** is codified by legal standards and regulations that apply repressively. These will not be discussed after the adoption. In every society, the laws of market economy are necessary, but not sufficient for an excellent indicator of business.

The second level includes the social (ethical) standards. In addition to the general principles of public morality, a system of **values** has a significant place in the corporate management. The broadest forms of values are beliefs. They are defined as a set of deeply rooted attitudes, which usually do not question, and include emotional, logical, and psychological dimensions of frames that are not recognizable as such. Narrower group of values represent attitudes, which can be defined as a relatively permanent, positive or negative attitude toward certain phenomena, objects, various opinions accepted as rules that no one is thinking about. Further subgroup consists of reviews, which are defined as conditions that were established through the activity of giving thoughts and reasoning. **Assumptions** represent the last group of values. Assumptions are defined as the conclusions we have reached based on previous experiences and events. "The process is ethical if it is acceptable as a universal rule for each subject in the same or similar circumstances."[4]

The third level focuses on relationships and professional behavior. It is known that most of the guild associations and groups develop their ethical principles and codes in accordance with their own needs[5]. The treatment and respect of the practices head toward the corporate governance are provided in this way. Strong business relationships cannot be achieved without moral values and general principles of corporate governance. Each operating system has a stake in shaping the future of each holder of Corporate Governance. Every manager should work systematically on respecting the dignity of holders of corporate governance and recognition of their claims and interests in business excellence. All the general principles and values in life are true in business and professional relationships, where they are further enhanced by absolute responsibility for the execution of the agreed. Long-term business interests are best kept by honesty and quality of work. General principles of corporate governance holders are[6]:

1. The social value of the company reflected in the richness and satisfaction of all holders of corporate governance,
2. Businesses should contribute to economic and social development, not only at the local but also at the international level,
3. Professional behavior of all holders of corporate governance should be based on the law and the spirit of trust,
4. Each business system should protect the environment, encourage sustainable development, and prevent wasteful use of natural resources,
5. Transparent operation ensures accountability,
6. Managerial authority will serve all who embrace entrepreneurship and civic responsibilities

All operating systems, regardless of their size and market share must comply with specified principles and achieve the favor of society in order to survive in the global market. All holders of corporate governance held business system accountable for the social, environmental and economic impact it has on the community and nature. Due to a limited space, we will not

[4] Bebek, B., Kolumbić, A.: *Poslovna etika*. Sinergija. Zagreb, 2000. p. 71.

[5] See Code of Business Ethics of the Croatian Chamber of Commerce www.hgk.hr and Code of Professional Ethics for Managers and Entrepreneurs HUM - CROMA. www.croma.hr

[6] S. Young: *Moralni kapitalizam*, CROMA, Zagreb 2006. p.209.

consider all specified principles. Our discussion will be directed only to the first principle i.e. the pleasure of the holder of corporate governance.

2. SATISFACTION OF CORPORATE GOVERNANCE HOLDER

Satisfaction occurs with satisfying needs. Of the expected number of participants depends on whether meeting of the needs is fulfilled. Expectations are oriented towards the actual degree of personal needs and requirements. For long-term success of the business systems, it is necessary to balance the satisfaction of all stakeholders - customers, employees, owners, suppliers, competitors and society.

2.1. Customer satisfaction

Buyer should be delighted and to exceed its expectations. “The customer is king”. “The salary will not provide the head but a satisfied customer” – this is one of the most common slogans in the business[7]. We believe that the customers have to be treated with respect, regardless of whether they are going to buy our products and services directly from us or indirectly, on the market. The buyer is an interested party and holder of corporate governance. What the customer wants? Above all, the customer is primarily interested in the properties of products and services that the company offers, the basic ones (the product) and one additional (price, payment, delivery, installation, servicing). We live in times of a greater supply than demand and, consequently, “spoiled” customers who are more demanding every day surround us. Therefore, it is our duty to:

- provide customers with the highest quality products and services tailored to their requirements;
- treat fairly customers in all aspects of our business operations;
- make every effort to ensure the health and safety of our customers and the quality of their environment, so they could be maintained and enlarged by our products and services;
- ensure respect for human dignity in offered products, marketing and advertising, and respect the cultural identity of our customers.

Therefore, in the customers’ interest is that the company from which they purchase products or services is doing well and to continuously delivers consistent quality, in order to have a product on which they do not have much to worry about. Therefore, it is necessary to create an atmosphere of trust and safety so customers can freely express their opinions, knowing that it will not adversely affect the further cooperation. There is always a way to find out customers’ opinions and responses and the results depend on how many companies really do care about those opinions. Successful companies carefully manage customer satisfaction and strive to offer more and something different from the competition.

[7] V. Vujić: Menadžment ljudskog kapitala, Fakultet za turistički i hotelski menadžment, Opatija, 2005.

2.2 atisfaction of the employee as the corporate governance HOLDER

Employee expectations in a set of different roles are different. If you are in conflict, there will be internal conflict among the roles. Employees must be in a position to try to reconcile the conflicting expectations without hurting the main norms and thus expose themselves to sanctions. In contrast, internal conflicts arise when the demands of the role of that person gets into a conflict, for example, in case of the conflict of specialist requirements for overtime work and the family wishes to spend more time together.

To most workers, the most important element of job satisfaction is the wage. When a worker is adequately paid for its work, it feels important and appreciated. Opportunity for personal growth and competency development as the most important element of pleasure is not behind the payment. Job security is also one of the most important elements of satisfaction.[8]

Every employee begins to treat customers as the company refers to it. What employees want? To employees, the most important thing is the salary and other material factors. In recent years, intangible factors - a sense of belonging, working conditions, management style, knowledge innovation and opportunities for advancement occupied position that is more prominent. Therefore, it is our duty to:

- provide jobs, working conditions and pay that improve the quality of life of workers;
- communicate with employees honestly and openly share information
- participatory build relationships and, when possible, to act in accordance with the suggestions and ideas of employees;
- avoid discrimination and ensure equal treatment and equal opportunities regardless of nationality, political opinion, gender, age and religion;
- encourage and assist employees in developing applicable and transferable knowledge and skills;
- be sensitive to the social problems of unemployment that are often associated with business decisions and to collaborate with stakeholders to address these mutual separations

Management should be in constant touch with employees. Overall, without proper relationship at work, there is no well-done job, and that can significantly affect the organization, but also the employees, because as soon as someone shows dissatisfaction with the quality of work performed by the employee, there will be adversely affected.

2.3. Owners as satisfied and interested party in the company

For owners/shareholders are usually said to be interested only in profit. This is certainly true, but their interests largely depend on whether it is the owner who wants to live off dividends, or the owner who actively participates in the work and life of the company. Most owners other than the profit interests the positive image of the company, the opportunities for further development of the company and himself as an individual in promoting social responsibility. The duty and obligation of the corporate governance by owners is to:

- professionally and responsibly manage the work and perform tasks in order to ensure a fair and competitive return on investment of our owners;

[8] www.mojposao.hr

- preserve, protect and enhance property of owners;
- comply with requests, proposals and decisions of the owner;
- reveal important information to owners in accordance with legal requirements

2.4. Supplier as stakeholder

Partnership relations with suppliers are highly significant. Goods and services of our suppliers affect the quality of our product. Good communication and cooperation between both sides can provide significant improvements and savings and thus profit. Successful companies seek to develop partnerships with suppliers, but also to avoid dependence on one vendor providing an alternative. Our relationships with suppliers and subcontractors must be based on mutual respect. Therefore, it is our duty to:

- foster long-term stability of the relationship with suppliers in return for value, quality, competitiveness and reliability;
- share information with suppliers to include them in the planning process;
- pay suppliers on time and in accordance with agreed terms of trade;
- seek, encourage and to be inclined towards suppliers and subcontractors who in their operations respect human dignity

When we speak of banks, investment funds, investors, individuals, it is difficult to identify them as stakeholders, at first glance. They are suppliers to the company trying to sell their own money. If there is a company in a position to need money, so-called good credit rating will greatly help it. This includes regular past performance, convincing guarantees of repayment and the absence of any financial or other affairs. Each company should develop preventive good relations with suppliers and potential investors, so in the case of the real needs it could react quickly and efficiently.

2.5. The community as a stakeholder

The roles of the companies and community are intertwined. For a long time the role of the company is not only to produce or provide services and make profits in this way, but also to take responsibility for development of social environment i.e. community.[9]The role of the community should be reduced to macroeconomic policy, which will allow a stable and predictable environment, and with the maximum possible reduction of bureaucratic procedures in the provision of services to citizens, businesses and other organizations. The fiscal system must promote the value of work and should have the widest possible basis. The community as a stakeholder has an interest in a company operating successfully, and to:

- respect human rights and democratic institutions;
- supply market with useful and safe products;
- § recognizes the legitimate government commitment to society at large;
- support the policies and ways that help the human development;
- encourage harmonious relations between business and other sectors of society;
- participate in charitable and other community actions;

[9] Vukcevic Z., „Importance of Corporate Governance", *International Journal of economics and law*, Vol.2, No.5, Novi Sad, 2012, pp.148.

- preserves, supports and promotes the development of sustainable and non-polluted environment

Take care of public relations is not only imperative to preserve a desirable image, but also the need of each business system. The good acceptance in the business community can be of great help in all projects, especially in times of crisis.

2.6. Competition as satisfied and interested stakeholder

Each operating system can have many benefits from the competition. Competition forces to the constant willingness to innovate and create knowledge changes. Fair and responsible economic competition is one of the basic conditions for increasing the wealth of nations and the requirement for a fair distribution of goods and services. The competition provides a useful benchmarking, which, depending on the achieved position can be used to motivate managers, employees, and the owner. From this, arise a specified obligation of every business system to:

- encourages competitive behavior that is socially and environmentally beneficial and, as such, reflects the mutual respect of competitors;
- restrain from desire or participating in questionable payments or services in order to ensure a competitive advantage;
- respects material and the intellectual property rights;
- refuse acquiring market information using dishonest or unethical means, such as industrial espionage and unfair competition.

Successful companies tend to have a competitive relationship with the customer, according to the law and to the whole community. They are not afraid to take part in the exchange of knowledge and experience and establish a common standard.

3. RESUME

Human resource management and work process become a key competitive advantage of any business system and that system will displace those who are not able to mobilize motivated and creative employees. The key to competitiveness and security in the global labor market is development, knowledge innovation and activation of human potential. It is the responsibility of managers to strengthen the current and future position in the labor market investing in people. Good relations and satisfaction of all stakeholders - such as customers, owners, investors, employees, suppliers, competitors and the community inevitably affect the work and success of any company.

Ignoring the demands and needs of some stakeholders can lead business system to a crisis and then to negative impacts on all structures of society. In terms of market globalization, every business system should build and improve satisfaction of corporate governance holders within and outside the company and to timely recognize their demands, needs and changes.

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МЕТОДОЛОГИЧЕСКИЕ ПРОБЛЕМЫ МОДЕЛИРОВАНИЯ ФИНАНСОВО-МОНЕТАРНОЙ ТРАНСМИССИИ В УКРАИНЕ

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Аннотация: *В статье предложена методика расчета месячных значений показателя ВВП Украины, которые необходимы для анализа финансово-монетарной трансмиссии, но в последние годы не предоставляются официальной статистикой. Получение показателя ВВП в месячном разрезе дает возможность увеличить количество статистических наблюдений макроэкономических показателей.*

Ключевые слова: *финансово-монетарная трансмиссия, модели векторной авторегрессии, объем розничного товарооборота, объем реализованной промышленной продукции.*

1. ВВЕДЕНИЕ

В последнее время исследования экономистов-специалистов в сфере финансово-монетарного регулирования сосредоточенны на углубленном изучении трансмиссионных механизмов, благодаря которым экономика страны реагирует на определенные инструменты экономической политики. Поэтому особенно актуальным есть детализировано изучение сложных многошаговых процессов, в результате которых влияние отдельных финансовых и монетарных инструментов передается показателям реального сектора экономики, в частности, выпуску, темпу инфляции, уровню потребления, реальной заработной плате и т.п. Изучение механизма финансово-монетарной трансмиссии дает возможность объяснить реакцию экономики на меры государственного регулирования даже тогда, когда эта реакция является противоречивой.

2. ФИНАНСОВО-МОНЕТАРНАЯ ТРАНСМИССИЯ

Основным инструментом экономико-математического анализа финансово-монетарной трансмиссии выступают эконометрические модели векторной авторегрессии — VAR-модели [1]. В моделях этого типа, исходя из теоретических предположений относительно природы экономических процессов, задается только набор переменных, тогда как конечная спецификация модели определяется эмпирически и на ее основе устанавливаются эмпирические связи относительно реакции макроэкономических переменных на шоки экономической политики.

Существующий опыт моделирования финансово-монетарной трансмиссии в российской экономике подтверждает наличие потребности в месячных наблюдениях показателя ВВП. Так, российский экономист К. Корищенко отмечает, что, в отличие от моделирования трансмиссионного механизма по макроэкономическим данным развитых стран, в России приходится пользоваться месячными показателями через недостаточное количество квартальных наблюдений. При этом, показатель ВВП в месячном выражении российской статистикой не предоставляется. В работе Корищенко используется переход от квартальных наблюдений к месячным на основе технологии восстановления данных [2]. К сожалению, методика восстановления данных не приводится, тем не менее понятно, что основой выступают имеющиеся квартальные значения ВВП.

В работе группы ученых С. Дробишевского, С. Синельникова-Мурылева, Г. Кузьмичева и других при подготовке данных для моделирования трансмиссионного механизма в российской экономике предложен подход использования показателя-заменителя ВВП. Наилучшими из показателей-заменителей с доступной месячной статистикой были определены индекс промышленного производства и показатель располагаемых реальных доходов населения. Динамика этих показателей значительно коррелирует с динамикой показателя ВВП — коэффициент корреляции составляет 0,9 [3]. В моделировании был использован индекс промышленного производства. Индекс промышленного производства используется, как показатель-заменитель ВВП и в других роботах российских ученых [4].

Построение модели векторной авторегрессии предусматривает включение в нее широкого круга переменных, по крайней мере, на первых шагах моделирования. При этом, количество переменных, что могут быть включены в модель без потери качества моделирования должно подчиняться общему правилу: чем больше переменных в модели, тем больше должно быть наблюдений или длиннее временные ряды данных.

Особенно актуальной проблема недостаточного количества наблюдений является для „молодых” экономик к которым принадлежит Украина. Так, максимальное количество годовых наблюдений макроэкономических показателей начиная с 1992-го года — года обретения независимости ограничивается 20-тью значениями. Максимальное количество квартальных наблюдений — 80-тью значениями. Кроме того, через многочисленные изменения в методиках статистических расчетов, денежные реформы, которые предусматривали изменение национальной валюты и т.п. максимальное количество наблюдений по большинству макроэкономических показателей является недоступным. Поэтому, для обеспечения приемлемого количества переменных целесообразным видится использование месячных данных макроэкономической статистики.

Цель работы состоит в получении методики расчета месячных значений показателя ВВП с высоким уровнем достоверности, достаточным для использования в моделях типа векторной авторегрессии (VAR-моделях), которые используются при изучении финансово-монетарной трансмиссии в Украине.

Данные статистики, которые используются при исследовании финансово-монетарной трансмиссии с помощью VAR-моделей можно поделить на три группы:

- показатели монетарной политики;
- показатели финансовой политики;
- показатели реального сектора.

Основным показателем, который характеризует экономическую деятельность в реальном секторе, является показатель ВВП. Тем не менее, как официальными, так и независимыми источниками статистики в Украине, месячные значения ВВП не публикуются начиная с 2009 года.

Для самостоятельного получения месячных значений показателя ВВП может быть применен подход, основанный на использовании показателей-заменителей ВВП. В широком толковании показателем-заменителем ВВП может быть любой показатель, который удовлетворяет таким условиям:

1) статистика показателя доступна в месячном разрезе в период 1996-2012 гг.;
2) методика расчета показателя была неизменной на протяжении всего исследуемого периода, по крайней мере, изменения методики не приводили к разрыву или несовместимости данных временного ряда;
3) заменитель имеет сильную связь с показателем ВВП, что подтверждается высоким значением корреляции и высоким качеством уравнения регрессии. При этом, связь показателя-заменителя с ВВП имеет экономическое обоснование.

Таблица 1: Значения парных корреляций потенциальных показателей-заменителей ВВП с показателем ВВП на месячных данных за период 2006-2009 гг.

	ВВП номинальный, млн. грн.	Объем реализованной промышленной продукции, млн. грн.	Объем продукции сельского хозяйства, млн. грн.	Объем розничного товарооборота, млн. грн.
ВВП номинальный, млн. грн.	1.00	0.48	0.43	0.82
Объем реализованной промышленной продукции, млн. грн.	0.48	1.00	0.16	0.65
Объем продукции сельского хозяйства, млн. грн.	0.43	0.16	1.00	0.42
Объем розничного товарооборота, млн. грн.	0.82	0.65	0.42	1.00

Источник: рассчитано автором.

Отечественная статистика предоставляет следующие показатели, которые характеризуют определенные составляющие ВВП в месячном разрезе [4; 5]:

- объем реализованной промышленной продукции;
- объем продукции сельского хозяйства;
- объем розничного товарооборота.

Значения парных корреляций указанных показателей с показателем ВВП на выборке месячных данных за период 2006-2009 гг. свидетельствуют, что наилучшая корреляция

наблюдается между показателем ВВП и объемом розничного товарооборота и составляет 0,82 (табл. 1).
В таблице 2 приведено соответствие показателей трем выдвинутым условиям использования в качестве показателя-заменителя ВВП. Как свидетельствуют данные таблицы, наилучшим показателем-заменителем ВВП может быть показатель объема розничного товарооборота.

Таблица 2: Соответствие показателей условиям использования в качестве показателя-заменителя ВВП

Показатель	Соответствие условиям использования в качестве показателя-заменителя ВВП		
	условие 1	условие 2	условие 3
Объем реализованной промышленной продукции, млн. грн.	+		
Объем продукции сельского хозяйства, млн. грн.	+	+	
Объем розничного товарооборота, млн. грн.	+	+	+

Источник: рассчитано автором на основе данных [4; 5].

В случае Украины мы не можем применить показатель объема реализованной промышленной продукции, по аналогии с российским опытом, поскольку значение корреляции данного показателя с ВВП слишком низко. Кроме того, методика расчета показателя объема реализованной промышленной продукции была существенно изменена в 2004 году, что привело к несовместимости данных до и после 2004 г. Это существенным образом сократило временной ряд показателя и снизило возможности верификации расчетов на его основе.
Применение метода наименьших квадратов дает возможность получить регрессионную зависимость месячного показателя ВВП от объема розничного товарооборота для периода 1996-2009 гг. за 168-ю наблюдениями:
ВВП = 4603 + 3.73*Товарооборот (R2=0,92) (1)

Несколько лучшую характеристику качества уравнения — R2 имеет степенная регрессионная зависимость:
ВВП = 13.96*Товарооборот 0.87 (R2=0,94) (2)

Коэффициент детерминации R2 указывает, что дисперсия значений показателя ВВП на 94% может быть объяснена дисперсией показателя розничного товарооборота.
В пользу зависимости ВВП от объема розничного товарооборота, а не наоборот, свидетельствует тест Грейнджера (табл. 3).
Результаты теста Грейнджера указывают на то, что объем розничного товарооборота не влияет на ВВП с нулевой вероятностью. Таким образом, может быть принята гипотеза, что объем розничного товарооборота может влиять на показатель ВВП.
Экономическое содержание установленной зависимости между ВВП и показателем объема розничного товарооборота может быть раскрыто при рассмотрении статистических методик расчета этих показателей.

Таблица 3: Оценка причинно-следственной связи между ВВП и показателем объема розничного товарооборота с помощью теста Грейнджера

Исходная гипотеза (Н 0-гипотеза)	Количество наблюдений	F-статистика	Вероятность
Объема розничного товарообороту не влияет на ВВП	166	50,9882	0,0000
ВВП не влияет на объем розничного товарообороту		2,44137	0,0903

Источник: рассчитано автором.

По определению, розничный товарооборот является показателем, который характеризует объем товарной массы, которая перешла из сферы товарного обращения в сферу личного потребления. Иными словами, показатель товарооборота включает продажу товаров массового потребления и предоставление платных торговых услуг населению для удовлетворения личных нужд в обмен на его денежные доходы, или другим предприятиям — для дальнейшей переработки или продажи. Таким образом, значительная часть розничного товарооборота, за исключением экспорта, входит в состав показателя ВВП, что может быть причиной статистической связи между показателями и дает возможность использовать показатель розничного товарооборота для расчета заменителя месячных данных ВВП.

Для построения VAR-модели финансово-монетарной трансмиссии в экономике Украине за период 2006-2012 гг. были использованы такие данные в месячном формате:

Yt — объем ВВП за период, млн. грн. Месячные данные показателя ВВП в 2010-2012 гг. получены путем расчета по уравнению (4) с использованием показателя розничного товарооборота;
Pt — Индекс изменения потребительских цен, % к соответствующему месяцу;
M0t — денежный агрегат M0, остатки средств на конец периода, млн. грн.;
M3t — денежный агрегат M3, остатки средств на конец периода, млн. грн.;

Средневзвешенные процентные ставки в национальной валюте, в годовом исчислении, %:
CR_Ht — процентная ставка по кредитам домашним хозяйствам;
CR_Pt — процентная ставка по кредитам нефинансовым корпорациям;
DR_Ht — процентная ставка по депозитам домашних хозяйств;
CR_Pt — процентная ставка по депозитам нефинансовых корпораций;
Et — официальный обменный курс гривны к доллару США, грн.;
Gt — расходы консолидированного бюджета за период, млн. грн.;
Tt — доходы консолидированного бюджета за период, млн. грн.

В матричном виде модель представлена уравнением:

$$\begin{Bmatrix} Y_t \\ P_t \\ M0_t \\ M3_t \\ CR\_H_t \\ CR\_P_t \\ DR\_H_t \\ DR\_P_t \\ E_t \\ G_t \\ T_t \end{Bmatrix} = \begin{Bmatrix} a_{10} \\ a_{20} \\ a_{30} \\ a_{40} \\ a_{50} \\ a_{60} \\ a_{70} \\ a_{80} \\ a_{90} \\ a_{100} \\ a_{110} \end{Bmatrix} + \begin{Bmatrix} a_{1p}(L) \\ a_{2p}(L) \\ a_{3p}(L) \\ a_{4p}(L) \\ a_{5p}(L) \\ a_{6p}(L) \\ a_{7p}(L) \\ a_{8p}(L) \\ a_{9p}(L) \\ a_{10p}(L) \\ a_{11p}(L) \end{Bmatrix} \times \begin{Bmatrix} Y_{t-p} \\ P_{t-p} \\ M0_{t-p} \\ M3_{t-p} \\ CR\_H_{t-p} \\ CR\_P_{t-p} \\ DR\_H_{t-p} \\ DR\_P_{t-p} \\ E_{t-p} \\ G_{t-p} \\ T_{t-p} \end{Bmatrix} + \begin{Bmatrix} \varepsilon_{1t} \\ \varepsilon_{2t} \\ \varepsilon_{3t} \\ \varepsilon_{4t} \\ \varepsilon_{5t} \\ \varepsilon_{6t} \\ \varepsilon_{7t} \\ \varepsilon_{8t} \\ \varepsilon_{9t} \\ \varepsilon_{10t} \\ \varepsilon_{11t} \end{Bmatrix},$$

{3}

где aip(L) — полином лагового оператора, где j = 1, 2, … , p — порядок модели;
εit — вектор случайных величин.

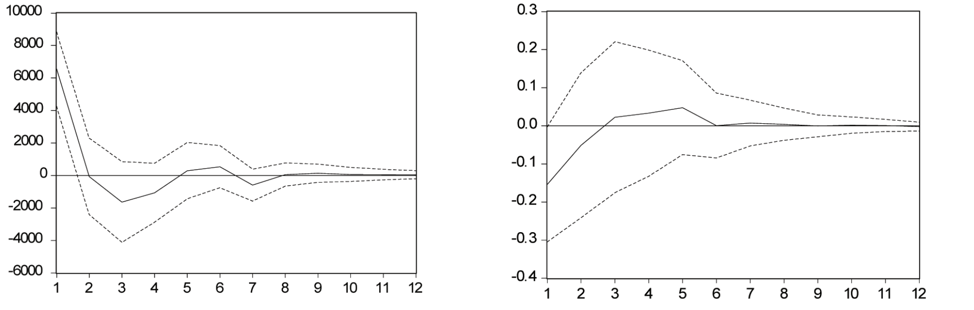
Порядок модели (количество лагов) был выбран с помощью информационных критериев Акайка и Шварца и составляет 4 периода.

В результате моделирования финансово-монетарной трансмиссии получены функции импульсного отклика целевого показателя трансмиссии — ВВП на финансовые и монетарные шоки, в качестве которых выступают единичные среднеквадратичные отклонения инструментов финансовой и монетарной политик с полосой вариаций шириной в две стандартных ошибки, что соответствует 95%-му доверительному интервалу.

На рисунке 1 представлены функции импульсного отклика показателя ВВП и изменения уровня цен в ответ на шок бюджетных расходов.

График на рис. 1а) иллюстрирует резкое увеличение уровня выпуска по показателю ВВП в ответ на импульс государственных расходов. Тем не менее, низкая эффективность бюджетных расходов и, одновременно, вытеснение частных инвестиций дает непродолжительный позитивный эффект, который исчезает через два периода.

Рисунок 1: Функции импульсного отклика целевых показателей на шок расходов бюджета. Источник: составлено автором.

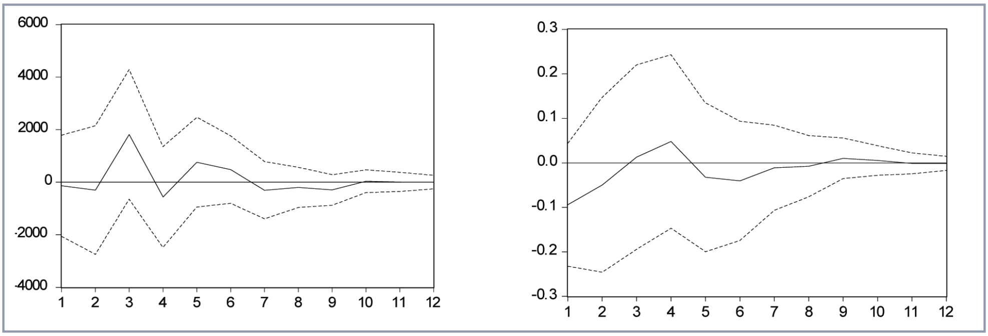


а) Отклик ВВП на шок бюджетных расходов

б) Отклик уровня цен на шок расходов бюджета

Отклик уровня цен на шок государственных расходов (рис. 1б) значительно меньше по амплитуде и продолжительности сравнительно с импульсным откликом ВВП: после начального снижения уровень цен постепенно возрастает. Рост общего уровня цен происходит с постепенным уменьшением скорости роста. Эффект расходов бюджета почти полностью исчезает через полгода.
На рисунке 2 представлены функции импульсного отклика ВВП и уровня цен в ответ на шок монетарной политики.

Рисунок 2: Функции импульсного отклика целевых показателей на шок денежного агрегата М0. Источник: составлено автором.



Согласно функции импульсного отклика ВВП на шок денежной базы М0 (рис. 2а) положительный эффект монетарного импульса проявляется с лагом в два периода. Задержка отклика связана с тем, что сначала монетарный импульс распространяется в финансовом секторе и, лишь спустя время, передается в реальный сектор.
Как свидетельствует функция импульсного отклика уровня цен (рис. 2б), в результате монетарного шока уровень цен несущественно уменьшается с дальнейшим ростом. Эффект монетарного шока длится восемь периодов и характеризуется общей тенденцией роста.

3. ЗАКЛЮЧЕНИЕ

В результате проведенной работы была разработана и апробирована методика расчета месячных значений показателя номинального ВВП на основе показателя объема розничного товарооборота с коэффициентом детерминации 94%. По данной методике рассчитаны месячные значения показателя номинального ВВП за период 2010-2012 гг. С использованием последних была построена VAR-модель финансово-монетарной трансмиссии в Украине.
При построении VAR-моделей финансово-монетарной трансмиссии, использование месячного формата показателей, открывает следующие возможности.
Во-первых, использование месячных данных дает возможность учесть краткосрочные колебания макроэкономических параметров, что является важным для относительно нестабильных экономик в состоянии трансформации,

во-вторых, использование месячных данных дает возможность увеличить количество наблюдений, которые используются в расчетах, что само по себе повышает качественные характеристики эконометрических моделей.

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METHODS OF PLACEMENT AND PROMOTION OF GOODS AND SERVICES IN CONTEMPORARY BUSINESS

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Abstract: *One of the most important factors in achieving a company's strategy i.e. marketing of its goods or services is definitely marketing. Marketing activities are now the crucial component of the daily operations of the company. There are different approaches, media, and the ideas regarding realization, because with the development of the new technologies, marketing also develops. With all the changes taking place in the business environment, changes in this field are inevitable. The artists and the winners are those who know how to use and adapt to their operations. Promotion of products and services are just one element of the marketing mix. In this paper, we are going to separate examples of interesting, successful and innovative ways that companies use to promote their products with the help of new technologies.*

Keywords: *marketing, marketing mix, promotion*

1. INTRODUCTION

The definition of the American Marketing Association states, "Marketing is the activity, set of institutions and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large.[1]" "This is the basic idea, and the starting point of marketing activities should be consumer analysis." "The customer is a king" is an axiom, that means the needs, desires and reactions before and after the purchase of the main determinant of the success of any company.[2]" However, as each individual is a separate being, due to the diversity of the people their analysis is required. Their needs, desires and perceptions are analyzed. The goal of the company is to satisfy them, and they are trying to achieve that through all marketing activities. However, "the traditional understanding of the concept of marketing is necessary, but it is not a sufficient condition for the successful

1 http://www.marketingpower.com/aboutama/pages/definitionofmarketing.aspx
2 Dragan Rajević, Tripko Draganić „Customer relationship management", *International journal of law & economics*, Vol.1 (2011), No. 2 (148 -153), p.148

application of modern business. Marketing oriented companies must go beyond merely customer satisfaction. They need to do better than the competition."[3]

All marketing activities are interdependent and interrelated, and are intended for the exchange of goods, services or delivery of the final product from the producer to the consumer. Today the elements of the marketing mix are so-called 4P, i.e. product, distribution, promotion and price (product, place, promotion and price).

The objective of promoting, as part of marketing, is to inform customers about the company's products, to highlight its qualities, and to improve sales. Organizations, whether for-profit or non-profit, are trying to influence by promoting awareness of customers.

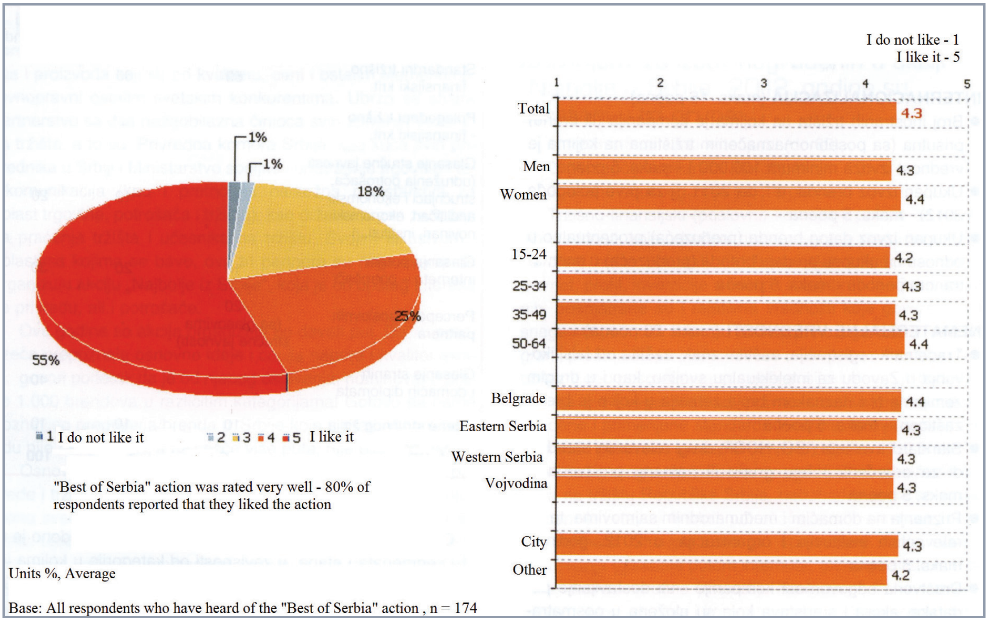
It is interesting that even today churches began its promotion. The best example is the Scientology Church. This nonprofit organization has chosen the traditional form of promotion via TV commercials. During the final of professional American football league (known as the Super Bowl), they were aired a minute long ad, and it shocked all viewers. ''For the curious, inquisitive, seeker of knowledge", the narrator says in the ad, while attractive and seemingly intelligent people look directly at the camera." For those who want to know about life, the universe, about ourselves." For this Scientology Church set aside eight million dollars. Although their PR would not comment on what the budget is for, he said they were pleased that the commercial caused much interest. However, the question is what is the Scientology Church has made with this promotion, because it provoked strong reactions on social networks, as well as comment and discussion about whether Scientology church, when already has enough money to fund advertising during the Super Bowl, should be exempt from paying taxes. One thing is for sure, have caused strong reactions people have drawn attention to themselves and forced people to think about them, which is, you have to admit one of the main objectives of promoting any company, even if it was the Scientology Church.

What is inevitable is that in the contemporary business, a competition increases, consumers are more demanding and the environment is dynamic. In addition, with the development of technology, types of advertising constantly evolve and grow. Therefore, companies have to be innovative and come up with new, original ways to garner more customers.

A good example of promoting Serbian brands is "Best of Serbia 2012". "Economic Review" magazine launched this action in 2004. in cooperation with the Serbian Chamber of Commerce and the Ministry of foreign and domestic trade and telecommunications in order to make an affirmation of national brands and companies, to increase the competitiveness of the domestic economy. As in previous years, the right to participate in the 2012 campaign had companies from Serbia, which volunteered. After that, brands were evaluated on their profits, turnover, exports, based on the perceptions of respondents who were able to vote via the Internet, and there was a jury that was also evaluating companies. For the best Serbian brand 2012, Bambi Banat was elected, followed by Nectar and PS Fashion. How much is this action was successful in promoting Serbian companies shows good scores given by the consumers.

[3] Božidar S.Milenković, Milijanka C.Ratković: *Marketing,* Sremski Karlovci: Cekom, 2012. ISBN 978-86-6185-020-2

Figure 1: Poll Results - How do you rate the "Best of Serbia" action?[4]



Source: "Privredni pregled"

2. QR CODES

A new and interesting way of promotion with the help of modern technology is the promotion of the use of so-called QR codes. QR is an abbreviation for a quick response. These are actually two-dimensional codes looking like standard barcodes, except the fact it is possible to read them using mobile phones. They were originally designed for industrial purposes; however, they are increasingly used for advertising. These codes are hiding text messages, which are often Web addresses, so after reading the QR code, internet browser of the mobile phone is directed to the address that QR code contains. Thus, this technology allows consumers to visit the Web address in one quick and easy step, without writing. QR codes can be read by every mobile phone that has the installed application to read QR codes, a camera and internet access. Some cell phones have these applications installed by factory, and others can download a number of free applications from the Internet.

The best example of the application of these codes is Tesco Home Plus QR code store in South Korea. The people in the company wanted to become the best supermarket chain in Korea and to win its biggest competitor E-Mart, which had a greater number of stores. Koreans are known as a nation that works much and going to the store every week takes them a lot of time. Therefore, people from Tesco decided to bring a store to busy people, so they would

[4] Veljković S. „*Metodologija izbora najboljih brendova u akciji „Najbolje iz Srbije*", Privredni pregled, mart 2013

not have to go to the supermarket. In order for this to be successful, without increasing the number of stores, employees have taken advantages of modern technology, namely the so-called smart mobile phones and QR codes. They have set up virtual stores in locations such as subway stations, so that people can literally do their shopping while waiting for the train. Cell walls were covered with posters with pictures of foods that people normally buy at the supermarket. Each product had its own QR code that customers can scan with their phones and add to their shopping list. When a customer scans the codes of the required products, he pays them over his cell phone, and products are shipped directly to its home. After this campaign, online shopping was significantly increased by as much as 130%, the number of new registered members rose by 76%, and Home Plus has become the leading supermarket chain in the online market.

3. GUERRILLA MARKETING

People are tired of the same commercials, billboards, messages of the manufacturers. To talk about a product and to leave a certain impression on consumers, it was necessary to come up with something completely new. Thus, in 1984 Jay Conrad Levinson[5] in his book "Guerrilla Marketing" introduced the concept of guerilla marketing as a strategy that explains the advertising and promotion of products that uses minimal resources in order to get maximum results. The emphasis is on creativity and innovation, and the goal is to be a witty and to attract attention in a shocking way. The very Levinson in his book places special emphasis on creativity in marketing and lists five rules of creativity:

1. Creativity in marketing should be measured only with the amount of its profitability
2. The creative campaign is the one that may endure repetition because the first purchase can be done unconsciously, while the repeated one is conscious
3. Creativity is used to sell product and services, not to promote itself
4. Creativity in marketing is a challenge to present in a way that will be remembered
5. Creativity does not come solely and exclusively from inspiration but from knowledge."[6]

Initially, the guerrilla marketing was the ideal solution for small enterprises and start-up companies competed to the big brands. However, soon the giant companies saw the potential in this type of advertising. Experts have concluded that it takes only one person to gain a positive impression of the product and then it will transfer its impressions to another five or six people, because the best advertisement is "word of mouth". The point is that the campaign that does not cost anything, shock the world to talk about it for months or to convince us to pay attention, at least for a few seconds. Real examples that speak for themselves are the best explanations for the guerrilla marketing. "We can love them or do not - but the essence

[5] Jay Conrad Levinson is the author or co-author of 58 books translated into 62 languages. More than 21 million copies of his books have been sold. He has worked with well-known brands such as Apple, Playboy, Microsoft, and Marlboro. What is interesting is that visitors to the official Jay Conrad's website can become Certified Guerrilla Marketing experts using its distance learning system.

[6] http://www.ivanradonjic.wordpress.com

is talking about them. They evoke emotions and therefore stay longer in the memory than conventional advertising."[7]

Legendary example is Linford Christie, the British athlete and sprinter, Olympic, world and European champion, who in 1996 appeared at a press conference in Atlanta during the Olympics with ocular lenses that were having the Puma logo. This caused a great deal of media attention, and the cost was minimal.

A fantastic example is the case of guerrilla is the owner of a small bookstore in London. On the left and the right side of his bookstore, large competitive bookstores opened. Bearing in mind the fact he did not want to close his bookshop, just above the entrance he put the label "MAIN ENTRANCE."

One of Switzerland's School for Dogs drew attention to an innovative way. In fact, they were putting a piece of fabric that looked like a part of some jeans into snouts if dogs waiting for their owners in front of shops. Owners who were coming for their pets were scared, but when they took the cloth, they saw that it says, "You were lucky; this is only the piece of advertising. If you really doubt the propriety of your pet, it's time to make an appointment with us. "Response after the action was incredible, even the action had to be stopped early because there was no more place.

The world-famous companies do not fall behind in their guerilla "projects". Adidas, a renowned company was at the peak of success, however, change of top management led to a major crisis. In the mid eighties, Bernard Tapie took over the company. He was aware of the fact that something needs to be changed, so the company could recover. His idea was to donate the shoes to New York rappers. Many thought that his idea was pointless, because they could not see a connection between rappers and with this company. However, in 1986 the rapper Run DMC released the single "My Adidas", which returned Adidas to the top. This idea may be considered antiquated today, but at that moment it was a big hit and gave excellent results. The point of guerilla marketing and its campaigns is that they occur in a certain place at a certain time and that are aimed at a specific target group. They are usually flat and their effectiveness disappears, as they become known. Today, this method of advertising use about 800 to 1,000 largest companies in the world, such as Audi, BMW, IBM, Sony.

Coca-Cola Company, famous for its advertising, made a guerrilla campaign that was focused on the students. They have put beverage vending machine in the cafeteria of a university. When some students starting throwing money to get a bottle of this refreshing beverage, they've received not one but 10, 15-20 bottles, which they shared with their colleagues. Some got the whole pizza along with a bottle of Coca-Cola, some flowers, and in the end came out the sandwich that is a few tens of centimeters long. A man who was hidden in the device directed all this. Students were having fun, everyone was involved in the promotion that did was not boring and imposing their products in a negative way.

Residents of our capital were shocked when they saw a man covered with tape about a year ago. Many probably thought it was part of the crime, but MTV created this promotion for the promotion of the Pranks show.

[7] http://www.mlmbiznis.npage.eu/

4. JOB COMPETITION

Another interesting way of promoting products and services that companies use is definitely a promotion through advertisements for new positions. Recent example of this is ''The best job in the world" campaign, which won numerous awards at worldwide marketing festivals and, more importantly, created an incredible publicity at global level worth over 70 million dollars. It was a campaign for filling a vacancy, searching for the person who will take care of Hamilton Island in Queensland, Australia in period of six months for a salary of $100,000. The person who gets the job should be every week throwing shots at the island site, and thus promote that part of Australia. The Australian Government has released the story over Reuters, and then continued to promote it through online networks such as YouTube, Ning, Twitter and Facebook. Site that promoted the campaign had over a million visits a day after the ad was released, although the aim was that at least 400,000 people visit the site in a period of one year. Although the marketing budget for this promotion was only $1.7 million, the campaign has experienced unprecedented success. Over 34,000 videos from 200 countries were received, from the people who are applying for this position. In addition, due to the great success of this advertising and increased the number of those interested in Queensland, airline Virgin Blue has introduced direct flights between Sydney and Hamilton Island.

This type of promotion is primarily based on an interesting story, which commonly spread through social networks and various websites, so that people continue to spread the story. It must be credible and customized for the specific target group of consumers and their views, so that is heard and accepted. The product or services that are the subject of promotion should support this, of course.

An example of such a promotion at the local market is the San Marina chocolatier, founded in 2005. It is a small family shop, which makes more than 80 types of sweets. However, due to high competition, the owners were forced to hire a person to manage promotional activities. Merima Krstic take that responsibility, whose first action was to launch the competition at Infostud website, searching for a chocolate taster.

A prove that she did the right thing, was the fact that this beautifully designed advertising launched an avalanche of media reports on the topic ''The sweetest job in the world".

Nedeljni Telegraf, Kurir, Blic Zena, Hello, Frankfurt news, Ekonometar wrote about this article, while TV stations such as RTS, TV Avala, B92, TV Pink and others broadcast stories about that. More than 1,500 people from around the world applied for this job, which, after completion of the competition continued to send their applications ''just in case".

5. VIRAL MARKETING

Unavoidable determinant of today's business is definitely the use of Internet. According to the data, in 2012 2,405,510,175 internet users existed on the world, which means that 34.3% of the world population uses this technology. In comparison to 2000, the number has increased by 566.4%. Asia has the most users, while Europe is on the second place. The largest country in terms of Internet users is China with 538 million, followed by the United States with 245.2

million. Starting in 2009, two-thirds of the world’s Internet population visits social networking or blogs at least once a week. Only Facebook has over 1 billion active users. Looking at these figures it is not surprising that a large number of companies promote their products just using the Internet. It now provides a myriad of options. One of the ways to exploit the potential is the viral marketing.

Viral marketing is an expanding idea. It requires the internet, social networks and other technologies, because they actually do what is called viral marketing, i.e. without them it would not exist. It was named for its dramatic and exponential speed action. Certain news is spreading quickly, often through forums, chats, e-mails, video clips, internet games, and viral way of spreading on the Internet is not affecting to whom and when the news is going to arrive.

In addition, you cannot predict with certainty whether the news will have a positive or negative impact. The main goal is to create viral message that will be of interest to people with high potential in social networks or the Internet, because that would create an opportunity for these individuals to forward this message to other individuals in their communication and for a short period of time. In this way, messages or news is coming from famous people, rather than an unknown. The sender should motivate the recipient to forward the message. Therefore, it must be interesting, unique, sensational, and useful, it must be worth enough that people want to share it with friends and family.

An early advocate of viral marketing was a game Moorhuhn””, which allegedly was present in two-thirds of all computers and Schnappi Das Kleine Krokodil song, which became a hit.

Another example of the good use of viral marketing is Hotmail, which between 1996 and 1997 became one of the first companies to become extremely successful just by using this form of marketing. The people in this company inserted ‘’Get your free e-mail at Hotmail” at the bottom of every e-mail they sent to users. As a result, Hotmail has received over 12 million subscribers in 18 months. At that time, this was the largest increase in the history of the business of any media company. While Hotmail has reached 66 million users, the company was opening up to 270,000 new accounts each day. Finally, Hotmail was sold to Microsoft for 400 million dollars.

An example of viral marketing is the video of Nike Company from 2006, in which Ronaldinho, the famous Brazilian footballer gets new shoes and then two minutes demonstrates its superior football skills. Thanks to forwarding, more than 30 million people saw this video at YouTube service.

The Blair Witch project was released in July 1999. The film cost about $350,000 and grossed nearly $250 million. The movie record amazing success thanks to its unique site, whose task was to exceed the bounds between reality and fiction. This site, which still exists, was providing information about the ‘’Blair Witch” mythology, contained the photographs of three people who appear in the film, stating that the photos are taken a week before the men disappeared and was offering other photos and explanations that convinced many that everything is real and that the site is authentic.

The people in charge of transport in London, in 2008 launched a campaign called ‘’Do the Test”, with the aim to increase the awareness of car drivers on the existence of cyclists on the roads. People who have made the video want movie to be seen by at least 150,000 people who live in London. However, after a month of campaign over 5.5 million people saw video. According to Viral Video Chart, the clip has become the fourth most popular video in the world

and the second most popular video on blogs. At the end, over 6.7 million people saw the video, far more than its creators had hoped.
All these examples had an interesting story that is told and presented in an interesting way. Thus, the authors provide its propagating and spreading the message through various forms of media and communications, backed by modern technology.

5. RESUME

Today, in a turbulent environment characterized by constant and dynamic changes, companies more than ever need to make the effort to find a way to be better than the competition. The goal of any organization is to win the confidence and loyalty of a large number of consumers. To achieve this, they must use marketing; they need to carry out marketing and promotion of their products and services.
Everyday rapid progress in the field of technology and their application in this field of business, creates more opportunities than it was before, let's say 50 years ago. However, on the other hand, these conditions have created an environment in which it is difficult to be innovative, original and unique.
The use of the Internet, social networks, blogs, Android applications to promote business and enterprise has become almost necessary because companies cannot deny the huge impact that these have on people and everyday life. They must be used in the best possible way in order to promote themselves, and create awareness among consumers about the company. The use of modern technology in business is inevitable, because they are one of the most important determinants of today's market for goods and services, but also because it can provide a new and an unprecedented successful method of promotion. One example of this is the viral marketing.
However, the most important thing today is that creativity and innovation are highly esteemed. They are essential for the company to stand out from the competition. Regardless they are using modern technologies or not, companies have to find ways to distinguish themselves from the others. A good step in that direction is certainly genuine promotion of products and services.

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РЕГУЛИРОВАНИЕ КРЕДИТНОЙ АКТИВНОСТИ БАНКОВ В УСЛОВИЯХ ГЛОБАЛЬНОЙ КОНВЕРГЕНЦИИ

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Аннотация: *Проанализировано состояние финансового рынка в контексте глобальной конвергенции. Выявлены проблемы в регулировании деятельности участников кредитного рынка. Исследованы условия и причины кредитных рисков. Изучен и обобщен международный опыт формирования и развития законодательства, регулирующего функционирование институтов финансового рынка в плане снижения проблемного кредитования. Предложены меры по совершенствованию украинского законодательства в сфере снижения кредитных рисков.*

Ключевые слова:*кредитная активность, банк, глобальная конвергенция*

1. ВВЕДЕНИЕ

Финансовый рынок приобретает все большую весомость как медиатор глубинных процессов и структурных сдвигов в национальных экономиках. Растет количество финансовых инструментов. Интенсивно продвигаются новые технологии финансовых операций, что способствует широкому распространению финансовых услуг. Исследование роли финансового рынка в плане кредитования предполагает как описание его качественных изменений, так и количественную оценку. Считаем целесообразным рассмотреть масштабы рынка, системы индикаторов, которые позволят составить целостное представление о весомости финансового рынка для развития страны в целом.

2. УКРАИНСКАЯ БАНКОВСКАЯ СИСТЕМА

Украина находится на уровне европейских стран и удельный вес финансового сектора в ВВП составляет около 7%. Позиция ЕС заключается в том, что налоги должны повышать эффективность и стабильность финансового сектора, снижать негативные последствия рисков. Прежде чем принимать новые налоговые механизмы, которые будут внедрены в Украине, необходимо проанализировать – может ли такой механизм функционировать в Украине. По данным Ассоциации украинских банков (АУБ), убытки украинских банков с начала 2011г. превысили 5 млрд. гривен, а обязательства выросли на 83,3 млрд. гривен и составляют на сегодняшний день около 887,6 млрд. гривен. В 2011г. банки получили убыток в размере 5154 млн. гривен. В 2010г. убыток составил 8,9 млрд. гривен. Собственный капитал банковской системы Украины вырос в 2011г. на 14,7 млрд. гривен. По данным Dragon Capital, совокупный чистый убыток украинских банков в сентябре 2011г. составил 1,1 млрд. гривен по сравнению с убытками в размере 594 млн. гривен в августе 2011г. Убытки банков в 2011г. составили около 5,6 млрд. гривен [1].

Более объективное представление о роли финансового рынка можно составить на основе индикаторов финансовой глубины, которые показывают удельный вес определенного сегмента рынка относительно ВВП. Эти показатели позволяют выявить уровень развития финансового рынка определенной страны. Следует выделить три блока таких показателей: индикаторы развития банковской системы (отношение объема кредитов, выданных коммерческими банками, к ВВП; отношение объема банковских депозитов к ВВП; отношение чистой процентной маржи к общей величине процентных активов банковской системы); индикаторы развития рынка ценных бумаг (отношение капитализации рынков акций, корпоративных и государственных облигаций к ВВП); показатели развития страхового сектора и др.

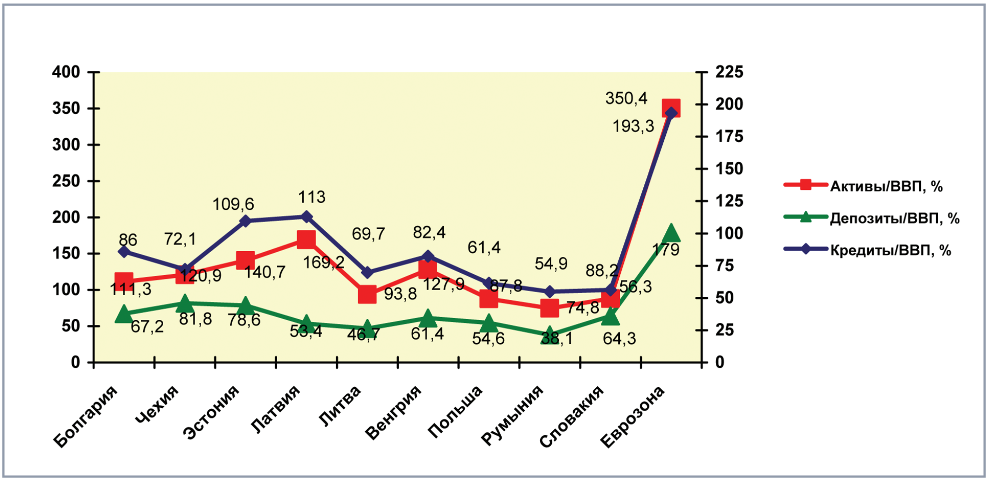
Отметим, что в Болгарии наблюдаются самые низкие показатели соотношения «ипотечные кредиты к ВВП» (12,5%). В Венгрии этот показатель составляет около 16%, в Польше и Чехии – 20,4% и 21,4% соответственно. Самые высокие показатели в Эстонии и в еврозоне – 40,7% и 41,2% соответственно. Подобная картина складывается и при анализе других показателей банковской деятельности – количества активов, кредитов и депозитов на душу населения. Следующий показатель – это величина жилищного кредита на душу населения. В Болгарии он составляет 600 евро, в Венгрии – 1582, Словакии – 2153, Чехии – 2943, Эстонии – 4402, еврозоне – 11419 евро соответственно. Сравнение этих показателей свидетельствует о наличии большого, но нереализованного потенциала развития рынка ипотечного кредитования недвижимости в Болгарии. В Украине финансовое посредничество развивается в соответствии с тенденциями, которые наблюдаются в странах ЕС [2].

Наряду с Польшей, Испанией, Ирландией и Грецией, Украина демонстрирует высокое соотношение потребительских кредитов к ВВП. В Украине соотношение кредитов к ВВП составляет около 70%. Процентные ставки по кредитам очень высокие, что вызвано высоким уровнем инфляции, финансовой нестабильностью, в связи с чем, новое кредитование остается ограниченным [3]. Соотношение активов, депозитов, кредитов к ВВП в отдельных странах мира в 2010г. приведено на рис. 1.

Активы украинских банков в 2011г. увеличились на 12,4% – до 1,059 трлн. гривен. Общие активы на 01.01.2012 составили 1,213 трлн. гривен. В структуре общих активов кредитные операции составляют 68%, вложения в ценные бумаги – 7,2%, корреспондентские счета в других банках – 6,5%, наличные средства и средства в НБУ – 4,9%, основные средства и нематериальные активы – 4,6%, соответственно. Обязательства банков увеличились в 2011г. на 11,6% – до 897,6 млрд. гривен. Из этих средств: средства физических лиц – 306,2 млрд. гривен (34,1%); средства субъектов хозяйствования – 186,2 млрд. гривен (20,7%); межбанковские кредиты и депозиты – 166,5 млрд. гривен

(18,6%). Капитал банков в 2011г. вырос на 16,9% и на 01.01.2012 составил 161,0 млрд. гривен или 15,2% пассивов банков. Оплаченный зарегистрированный уставный капитал банков увеличился на 17,8% – до 171,9 млрд. гривен [4]. Соотношение кредитов к активам, кредитов к депозитам, депозитов к активам, ипотечных кредитов к ВВП в отдельных странах мира в 2011г. приведено на рис. 2.

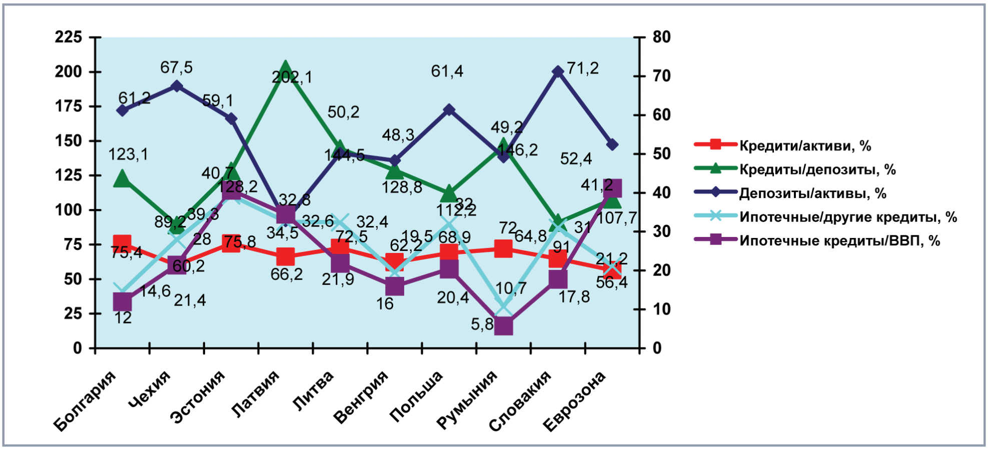
Рис. 1. Соотношение активов, депозитов, кредитов к ВВП в отдельных странах мира, 2010г. %



Примечание: Составлено автором на основе [2]

Рост активов в банковской системе Беларуси в 2010г. составил 53%. Для сравнения: банковские активы в западных странах выросли в 2009г. незначительно – во Франции на 4%, Великобритании – на 6%. Значительный рост банковских активов в Беларуси в 2010г., рассматривается как одна из форм государственной поддержки реального сектора экономики. В Беларуси, где более 70% банковского сектора и реального сектора принадлежит государству, банки выполняют функцию аккумулятора ресурсов, которые государство направляет в экономику. Вместе с тем, резкий рост банковских активов, превышающий за год 15-20%, является сферой возникновения дополнительного риска. Инфраструктура банковского сектора, системы риск-менеджмента банков, набора мониторинговых и регулятивных мер, которые использует Национальный банк, недееспособные абсорбировать риски, возникающие при масштабном росте кредитования. Именно благодаря государственной поддержке реального сектора экономики доля проблемных активов в банковской системе Беларуси остается достаточно низкой. Отношение банковских кредитов к ВВП – показатель, который демонстрирует, насколько банковская система проникает в экономику и оказывает на нее влияние. Опыт других стран показывает, что банковский кризис при высоком отношении банковских кредитов к ВВП выражается в глубоком шоке для экономики страны. Одну из предпосылок высоких темпов кредитования видим в том, что корпоративный сектор Беларуси нуждается в финансировании, а источники поступления заемных средств ограничены. По сути, белорусские эмитенты, лишенные доступа к дешевым заемным ресурсам из-за рубежа, могут рассчитывать только на финансовую поддержку своих банков. Нет компании из реального сектора Беларуси, которая до настоящего времени привлекла ресурсы на иностранном рынке капитала (долговом рынке). Публичный долговой рынок для корпоративного сектора Беларуси закрыт в силу того, что белорусские компании не имеют кредитного рейтинга. Может оказаться, что темпы роста в реальном секторе будут ниже, чем темпы роста банковских активов. В конечном итоге это может привести к тому, что реальному сектору будет нечем возвращать банкам деньги [5].

Рис. 2. Соотношение кредитов к активам, кредитов к депозитам, депозитов к активам, ипотечных кредитов к ВВП в отдельных странах мира, 2011г., %



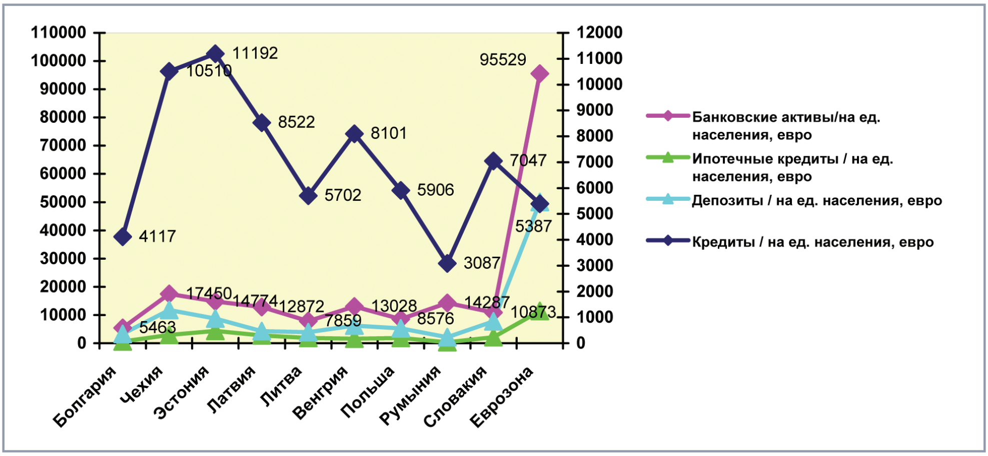
Примечание: Составлено автором на основе [2]

За январь 2011г., украинские банки выдали кредитов на сумму почти 94 млрд. гривен. В декабре 2011г. предоставленные займы составили 137 млрд. гривен. В 2011г. банки ежемесячно выдавали кредитов на 110 млрд. гривен. Когда речь идет о кредите, следует учесть, что более половины новых займов – это пролонгация старых. Банкам более выгодно пролонгировать старый кредит «проверенного» клиента, чем предоставить кредит новому лицу. Кстати, банки предоставляют кредиты сначала с правом пролонгации, чтобы по мере его обслуживания изменять условия договора с учетом экономических изменений. Так, в январе 2011г. юридические лица получили займы на 87 млрд. гривен, физические лица – на 7 млрд. гривен. За 2011г. доля кредитов юридическим лицам составила 90% всей суммы выданных займов. Проблема заключается не столько в финансовых учреждениях, сколько в потенциальных заемщиках. Банки при выдаче кредита физическим лицам рассчитывают на хороший залог, их может заинтересовать платежеспособный клиент, а с этим в Украине большие проблемы. Поэтому банки кредитуют без залога. По итогам января 2011г. из общего количества выданных кредитов – 83% потребительских кредита без залога, в январе 2010г. – 85%. В 2011г. по потребительским кредитам ставки в гривне были слишком высокими. Выдавая кредиты без залога, банки за счет высоких ставок (27,8%) страхуют себя от рисков. В этом заключается главная проблема кредитования населения. Если юридические лица могут рассчитывать на «дешевый» кредит, то физические только на «дорогой».

На период 2011г., в структуре всех украинских кредитов, выданных нефинансовым компаниям, 50% приходилось на торговлю, ремонт автомобилей, бытовую технику, операции с недвижимостью. На производство машин и оборудование приходилось лишь 2,3 и 7%. Отметим, что при анализе масштаба кредитования экономики Украины следует учитывать 500 млрд. гривен теневого сектора. Неэффективная политика правительства мешает банкам кредитовать реальный сектор [6]. Соотношение активов, ипотечных кредитов, депозитов и кредитов на единицу населения в странах мира приведено на рис. 3.

В 2011г. европейские финансовые учреждения уменьшили свои кредитные портфели на украинском банковском рынке на 28 млрд. гривен. В отличие от европейских «дочек», российские игроки имеют доступ к дешевому финансированию материнских компаний. Это позволило россиянам увеличить свое присутствие в Украине и выдать в 2011г. 13 млрд. гривен новых займов. Активно в этом направлении функционировал Дочерний банк «Сбербанка России», который выдал займов на 6,3 млрд. гривен. «Проминвестбанк» демонстрировал рост кредитного портфеля на 3,5 млрд. гривен, «ВТБ Банк» – на 2,6 млрд. гривен, «Альфа-банк» – на 0,5 млрд. гривен [7].

Рис. 3. Соотношение активов, ипотечных кредитов, депозитов и кредитов на единицу населения в отдельных странах мира, 2011г., %
Примечание: Составлено автором на основе [2]

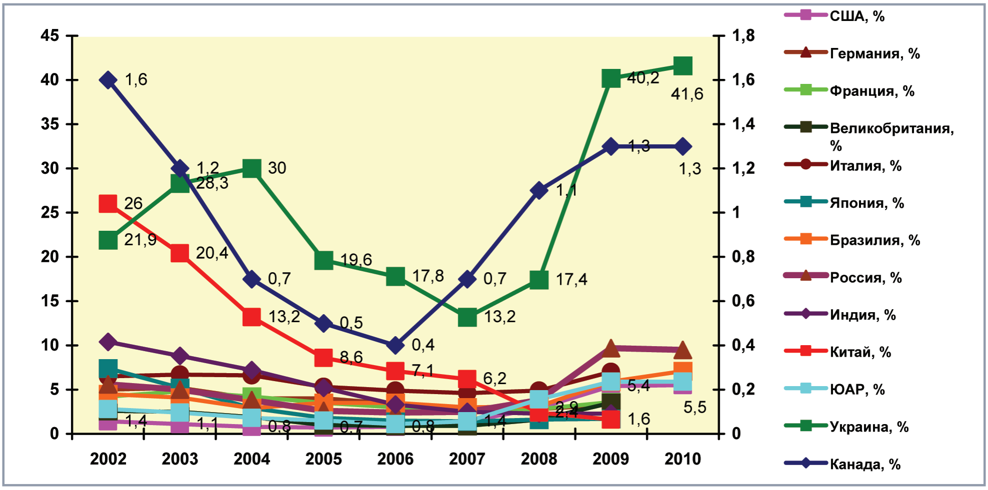


Объем необслуживаемых кредитов к общей сумме кредитов в отдельных странах мира за период 2002-2011гг. представлено на рис. 4.

Следует отметить, что кредитные учреждения постепенно снижают объем проблемных активов на своем балансе. За данными Национального банка Украины (НБУ), портфель невозвратных кредитов банковской системы уменьшился с начала 2012г. на

3,6 млрд. гривен и достиг минимума с мая 2010г. – 75,6 млрд. гривен. Общий кредитный портфель вырос на 7,3 млрд. гривен, до 832,6 млрд. гривен. Благодаря этому доля проблемных кредитов уменьшилась за полгода 2012г. с 9,5% до 9%. Сокращение происходит за счет списания или продажи активов. В 2011-2012гг. учреждения активизировали продажу своих необслуживаемых кредитов связанным компаниям. В 2011г. Банк Форум продал такой компании долги на 1,4 млрд. гривен, а УкрСиббанк – передал «Кей-коллект», созданной группой BNP Paribas, проблемные кредиты на 2,5 млрд. гривен. Активизировалось списание долгов и благодаря налоговой либерализации: в 2011г. Государственная налоговая служба согласилась с трактовкой НБУ норм подпункта 159.1.4 Налогового кодекса. Она позволила банкам платить налог на прибыль только с реального дохода, который может быть получен, если заемщик начнет погашать долг, уже списанный учреждением за счет резервов [8-9].

Рис. 4. Объем банковских необслуживаемых кредитов к общей сумме кредитов в отдельных странах мира, 2002-2011гг. %



Примечание: Составлено автором на основе [10]

Лидерство Украины в рейтинге по объему необслуживаемых кредитов показывает, что украинцы живут не по средствам и в большей степени рассчитывают на будущие доходы. Директор компании «ЭОС Украина» А.Тесленко комментирует: «Первое место Украины в этом рейтинге должно стать сигналом для НБУ по принятию превентивных мер относительно ограничения кредитования населения. Отсутствие контроля над потребительским кредитованием и рисками, которые банки берут на себя вследствие жесткой конкуренции, несет негативные последствия для экономики страны». Для сравнения, в России соотношение ВВП к кредитам в пять раз меньше. Несмотря на то, что неограниченное кредитование влечет за собой большие объемы просроченной задолженности, ошибочно предполагать, что коллекторские компании заинтересованы в такой политике коммерческих банков.

Для создания благоприятного финансового климата в Украине рост кредитных портфелей банков должен происходить умеренно и соответствовать росту доходов населения. Компания «ЭОС Украина» поддерживает идею временного ограничения рисков при потребительском кредитовании для стабилизации экономики. «Украинцы должны научиться рассчитывать свои финансовые ресурсы и рассматривать возможность возврата задолженности по кредитам в долгосрочной перспективе. От этого выиграют потребители, государство, коллекторы», – подчеркнул директор «ЭОС Украина» А.Тесленко [11]. В ближайшие годы политика НБУ будет направлена на повышение уровня капитализации и ликвидности системы, что не способствует росту кредитования реального сектора экономики. Базовыми для любых сценариев развития банковской системы становятся совершенствование риск-менеджмента, укрепление систем корпоративного управления и ориентация на оптимизацию структуры затрат. Впрочем, если рассматривать позитивный сценарий, а именно относительную валютную стабильность и снижение напряженности на мировых долговых рынках, можно предполагать стабилизацию украинского банковского сектора и формирование позитивных тенденций. Динамика активов банковского сектора в 2012г. может достичь 8-12%, объемов кредитования – 5%, с последующим наращиванием прироста показателя до 10%. Можно ожидать постепенное восстановление с сохранением тенденции снижения просроченной задолженности за счет формирования резервов и качества кредитов на высоком уровне. Прирост депозитов в 2012г. может достичь 5% с перспективой роста до 8-10%.

3. ЗАКЛЮЧЕНИЕ

В 2012г. банковская деятельность сосредоточена на уменьшении рисков по своим портфелям. В сегменте корпоративного кредитования банки делают ставку на краткосрочные займы, предоставляя их на поддержание текущей деятельности компаний. Требования к заемщику остаются жесткими. Возможности своей кредитной активности финансовые учреждения согласовывают с оживлением рынка. Определяющей тенденцией для банковского сектора будет стремительное развитие дистанционных сервисов в качестве сильных конкурентных преимуществ. Это позволит банкам снизить нагрузку на отделения, оптимизировать затраты на администрирование сделок по наиболее массовым продуктам. Банки будут расширять функционал Интернет-банкинга, сети АТМ, делать ставки на киоски самообслуживания. До 2015г. через дистанционные каналы прогнозируется продаж 60% востребованных продуктов и услуг. Банки рассматривают возможность сотрудничества в объединенных сетях, что позволит улучшить обслуживание клиентов и сэкономить средства на обслуживание и расширение сети собственных АТМ. Большую роль в стратегии продвижения банковских продуктов играет платежная карта и комиссионные доходы. Остается открытым вопрос урегулирования в рамках законодательства процедуры взыскания на обязательства по просроченным кредитам. Для банковской системы станет актуальным вопрос расчистки балансов с учетом сложности портфеля проблемной задолженности.

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CRISIS MANAGEMENT – A NEW PARADIGM FOR THE MODER BUSINESS

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Abstract: *Today, at a time of greater globalization of open societies, when there are no more closed systems, which are in the past, appears a new paradigm for modern businesses - managing crises and risks.Exactly this is the purpose of labor, to show that every company, every manager or management team and each individual trader, who is also manager of his own company, is the neead to create a system of social consciousness which will be able to adjust to new challenges and risks,witch are the major condition for modern business, which will be able to give a real answer to risks and crises that face modern business and learn to find real ways to facilitate and contribute to the company to deal with the upcoming problems, either this solution is an innovative new product, upgrading of existing, or finding those key sources of problems in the Managing to answer every modern manager.*
The authors of this paper presents theoretical and empirical exercise by both public opinion and according to the participants' attitudes, as most important puts various forms of proactive and reactive management of the new and already existing manifestations of crisis in modern businesses.
Special place in the paper takes the examination of the relationship manager - owner, manager - employee in the company, each with its expectations in terms of managing and running a business.

Keywords: *manager, business, labor, globalization, society, strengths, problems, owner.*

Every manager or management team and each individual trader, who is also manager of his own company, needs to create a system of social acting which will be able to adapt to the new challenges and risks that are a major precondition for a modern business, who will be able to give a real answer to risks and crises that face modern business and learn to find real ways to allow and contribute to the company to deal with the upcoming problems, whether that solution is an innovative new product, development of an existing one, or finding those key sources of problems in managing to answer every modern manager, and to successfully deal with the potential risks and threats of security character.

Management is devised activity of how to manage the available physical and human resources, with the primary goal to their successful allocation and reallocation to the points of their most productive use, to achieve the desired results. In other words, management is sublimate of tools and instruments for gradual achieving of the established goals and visions through strategic and tactical use of the management functions: planning, organizing, coordinating, managing, staffing, supervision and decision-making.[1] The function of the manager comes down to regulating the relationship between the one who manages and the one who is managed. The position of manager carries enormous responsibility and therefore expectations of that person are great. For this to be achieved, at first place the manager must have a personal moral values, skills, knowledge which are sublimate of: wisdom, courage, technical ability, perception, fairness, adaptable vision. Such predispositions undoubtedly are a prerequisite for a successful manager, which primary goal is to establish a pleasant working environment, good interpersonal relationship, to stimulate communication followed by good ideas and suggestions in order to perfect the quality and efficiency in the process of acting.

For successful operation of any business essential factor is the man as an individual, but as well as a part of the organization. In this context, the function of the manager most of all, is to pay attention to the rest of the team management and to the operational employees in order to create a pleasant and motivating working conditions, in order to be inspired to provide creative and innovative ideas, to be stimulated in order to create ambitions for greater productivity and success of the organization, because most of the theories (Behavioral theory, interpersonal relationships theory, procedural theory, the systemic theory, Situation theory, theory Y, Horton effect) actually represent precisely the view that in circumstances where employees are motivated enough, when the organization is considered as its own, when the prevailing sense of their belonging to it, such as physiological needs are met (food, benefits, salary, security and insurance) and their social needs (team affiliation, understanding, respect, acceptance, valuation, recognition, awards, upgrades, etc.). contribute more for the organization in prevailing cohesion (sense of loyalty and trust in organizational structure) than when they are forced using authoritatively terrifying methods and tactics for quantitative productivity.

To reach all this, on first place should be considered working on creating professional team with moral values and skills on which the manager could lean to, and a team which will stand firmly behind him with endless support and protection in crisis or in case of action of potential threats and risks that could create a favourable environment for the birth of a crisis situation.

Today, in a time of greater globalization and open societies, when there are no more closed systems, which are in the past, it appears a new paradigm for modern businesses - managing threats and risks. There are a number of internal influential and driving factors of the overall economy, but more important in this new era of economic operation are the external factors pertaining to those global driving forces that dictate the circumstances of operating, and on economic and on political and on global level, driving forces of which depend almost every aspect of the functioning of today's business society. The reason for all this is globalization in every aspect of human life and action.

Because of all these factors, the role of manager in modern conditions is assumed to be a bite too big, which bears many difficulties, complemented with major duties and responsibilities

[1] R, Dimitorvski.: *Menagement*. p147 , Skopje 2008 ISBN 978-9989-2915-0-0.

for which is necessary to cover larger aspects, because modern action environment brings a totally new and unknown threats and risks which he must deal.

Risks, obstacles and threats that he faces and are acting on the successful and smooth operation of the enterprise may be of a personal nature: fear of failure, lack of experience, unauthoritarian or completely diametrically opposed authority followed by frightening management principles, laziness, narcissism, overestimation, autocrat (lack of confidence to the subordinated), and quite a number of risks and threats of an organizational nature that the manager must handle wisely: lack of information, inadequate quality of regulation system, instability in the environment and instability in the regulation system, inadequate execution and lack of commitment of employees towards work activities, fear of failure and non-acceptance, low utilization plans, spending too much, too high set achievements etc..

All the problems, risks and threats and in cases of assuming that PEST factors (political - legal, economic, social and technological achievements) do not affect the organization, are sufficient to contribute to the creation of an internal crisis. In other words although today in conditions of modern ambience the biggest problem are the global external factors over which the manager can not influence because they are imposed as a necessity, due to the fact that they have impact on the organization with almost the same intensity as the impact of the internal factors. It is necessary to build balance between internal and external influential factors and cohesion between them, since they are closely interrelated. Prerequisite for dealing is a build of a healthy organizational structure through well prepared analytical strategy based on understanding the problems, threats, risks and opportunities, critical infrastructure points and points where you need to act, environment, tastes, desires and needs of consumers, their sensitivity to the change in prices, financial support and so on. a well-developed analysis that could help in proactive and reactive coping with crisis management and good economic prosperity.

The risk is the biggest prerequisite for the occurrence of a crisis !

In conditions of already created crisis or crisis situation, to be able to bear with her the manager must already be able to create good preconditions as the saying: “Ready is the one who is prepared and warned” and to achieve to create a first defense line in order to find a way out without major consequences.

This will require:

- Good organizational structure,
- Good inter human relations,
- Loyalty and cohesion in the organization,
- Good management team who would have arranged that the staff even in times of crisis, stay motivated and to strive to contribute almost as much as the manager, so that they exceed the crisis period
- Succeed to find strategic methods and tools (both indoor and outdoor type), and together with the staff to find a solution to reduce costs
- To simplify the processes of action, in order to avoid collapse of the organization and situation would align opportunities in order to avoid dismissal and reduction in work positions
- To take measures that will be commendable that would not reduce the capacity, productivity, solvency and profitability, while not losing already prepared and quality staff

- To perceive which costs may undergo removal ie are excessive and maybe not so important at the given moment, without which, however, would be allowed a well-functioning, while acting in the direction of budget relief of the company.
- To monitor the current financial situation, both in the state and the environment in which the organization operates, and international and global level could produce a long-term economic plan and a good analysis in order be became aware in which segment to be invested: whether new human resources or new technology and technological advancements that are an innovation on the markets, whether the investment in education and training of existing or finding highly skilled and working operating staff, or finding wider markets for ranking of the services and products that the organization offers.

To simply provide the stability that can submit a crisis!

Implementation of the plan = Authority of the manager + Persuasion of the employees + Organizational policy.[2]

Potential threatening factor that may contribute to the crisis is also the security segment that is a threat to the organization which originates from external or internal nature.

1. Internal nature: illegal appropriation of created surpluses or shortages, appropriation of average calculations of allowed losses, theft of job resources and raw materials, raw materials, finished products or semi-finished products, improper use and handling of funds for work that contribute to causing enormous damages, theft of financial funds “live money” or known as cash, concealment of taxes and tax evasion, adverse financial contracts, incompetent audit and unethical conduct of accounting and financial statements, money laundering, or the occurrence of crime “white collars” etc..
2. External nature: burglary, theft, property damage, vandalism, physical assaults, attacks on integrity, theft of intellectual property rights (patents, licenses, copyrights, plagiarism of existing products) and so on.
3. Fortunately today’s advancements in security surveillance and protection systems (improving the physical, technical or combined security) contributed to reducing these external risks, it addresses and more attention is paid to dealing with internal threatening factors.

When we talk about cash-based businesses and the protection of their property, prof. D-r. Metodija Angjeleski proposes **methods to reduce the risk and potential threats**:

a) *Use of safe deposit boxes locked on a certain time*: this is a necessity because exactly in these businesses that operate on the basis of cash is kept limited amount of cash which is manipulated and which runs at any time. This method in the U.S. is proved to be quite successful, acting as a method against criminal attacks, which after a certain period of time significantly reduced the crime against retail facilities, thereby reducing profits and earnings of the criminals.

[2] T, Micheski.: *Principles of Management*. p. 56 Shtip 2010

b)*Use of safety measures for crime prevention*:
- Setting technical protection (physical barriers, video surveillance, alarm devices) physical security or combined (technical and physical protection)
- Transfer of risk (through insurance of the property).

c)*Acceptance of risk (reconciliation with losses)*: the owner of the business in its operating costs places the risk of: theft, loss or damage

Several security measures to protect in terms of security segment and prevention of crime:

a) *Guidelines that should be implement and enforce by the security and non-security personnel :*
- Use of a specified input-output paths.
- Reporting crime, suspicious activity, deficiencies and losses.
- Guidelines for security details (if entrances are closed before, during and after office hours).
- Submission daily internal reports by security personnel for any circumstance with risk factor.

b) *Supply and installation of physical security measures:*
- Devices for electronic surveillance, internal surveillance cameras, card readers for input, lighting equipment, time-controlled devices

c) Security Services
- Armed and unarmed persons providing services with armored vehicles, guard dogs.

As a means of physical protection of property the following measures are proposed:

a) *Use of barriers to strengthening property*:
- Fences; placement of valuables in safes, self-defense training for security personnel.

b) *Use of physical and psychological barriers to limit the number of input facility risks (steps for discouraging the potential external attackers).*
- Concentric circles of physical barriers around areas that have a need for self-protection (cash or checks from the daily trade of the store located in the mall money being kept behind locked office doors in safe deposit boxes, with the shopping center being guarded by security personnel, and before the mall the traffic to be regulated.
- Gates, cabins for security personnel, identification codes by number and identity badges, phone entry points

c) *deterring criminals from customers and employees:*
- In case of returning home from mass events-closing streets to traffic before, during and after the event for the prevention of crime (pocket theft, robbery, vandalism, etc..

d) *Check at entry / exit*
- Visual check
- Self - locking door

e) *Formal (attributed) and informal observation*
- the employees observe while normally perform their duties

A large enormous problem which is present in today’s organizational structures is **incorrect selection of management staff:**

- managers without management skills, lack of vision and narcissistic relationship,
- improper organizational structure and strategy with the absence of the division of labor,
- presence of mobbing (vertical, horizontal and diagonal)
- negligence of inter-personal and intra-personal relationships,
- untimely adaptation of the organization to the changes in the environment,
- lack of distinction of terms: ownership and management,
- managers are guided by their intuition, self-confidence and high self-estimation (withut consulting the literature, attending seminars, training)
- managers have no built concept of running the organization and its management.

“Man is aggressive towards other people and the environment, only because of his individual insecurity and self perception” - Sigmund Freud.

CONCLUSION

In support of the foregoing theoretical opinion, the authors of the paper conducted empirical research, so that it can be understood the risks and threats directly from leading managers on the field. It have been found that primordial meaning has the problem: lack of qualified management and working staff that is offered on the labor market. This is connected to ‘the current state of society, the potential new staff that is offered on the labor market, has no ambitions for self-improvement and upgrades, no vision for innovation, and the inevitable lack of entrepreneurial spirit that would set postulates for innovation that would improve future generations.

Organizations still rely on the old staff, which will undoubtedly have a lot of experience in their field of activity, but lack of technical expertise, technical competencies possessed by the young new and helpful staff, but their motivation is unfortunately geared towards another course of action, their judgments and principles of moral values are completely wrong set. Large stake in all this there is the current economic situation, because according to existential needs, exactly the young personnel who possess sufficient potential for success, is working in any field in the social and economic sector, and least in the one he is competent for. In addition to the overload with a number of obligations required to be performed by the managers, and even by the operating staff, who are required to have knowledge and expertise in many fields of work, limits their freedom and ambition to act in the direction of innovation and vision, because “crushed and crowded” with everyday problems that must also be dealt with, they are exhausted. In other words they need to know how to do anything and everything.

On the other hand, the process of education and training, limits to following today’s modern world trends in the field of science and technology, and is just not paying enough attention to practical training in the process of education. Also disadvantage is the fact that in most of our companies in the manufacturing process is used outdated technologies and means of work which plays a major role in preventing the progress and development of young professionals in their field of activity. To this also a problem are the legal rules laid down by the society management system that largely inadequately adapted to the new time in which is needed to act.

Great attention should undoubtedly be addressed to proactive and reactive action in order to protect from criminal actions and attacks, as for external (thefts, burglary theft, robbery, vandalism behaviors) and for internal security aspect (illegal appropriation shortages or surpluses, tax evasion, successive theft) control through greater engagement and commitment of management teams, which should govern situations and almost at any moment to know which are the critical points or figures from which they should be protected and how to do the same. Helpful is the application and installation of the new improved security and protection systems: physical, technical (alarms, video surveillance) and combined assets (if necessary, use of dogs), which would prevent any unwanted risks and threats which can create a favorable environment for the occurrence of a crisis situation.

As a conclusion from what was explained and outlined so far we can conclude that it is necessary to invest a lot of effort to perform many essential changes to implement a number of reforms in order to achieve, create, set up a new system of social scientific moral norms that will contribute to the continuous development and improvement as of young professionals and future managers and also every individual in society.

Finally with all of that will be created individuals or groups that will be capable and willing to answer every obstacle on the road to success!

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ВЛАСТЬ И ИННОВАЦИИ - ГЛАВНЫЕ СОСТАВЛЯЮЩИЕ РАЗВИТИЯ РЕГИОНА

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Аннотация: *Признание России мировым сообществом как потенциального лидера с учетом имеющихся сырьевых и территориальных возможностей, вхождение России в ЕЭС, налаживание сбалансированных экономических и политических отношений не только среди стран бывшего СССР но и других анклавов европейского и азиатского содружества, оказывают заметное влияние на российскую внутреннюю и внешнюю экономическую политику, видоизменяются и усиливаются методы государственного регулирования, появляются региональные проекты с участием международного капитала как инновационные так и инвестиционные. Поскольку новая модель демократического развития носит «пробный» характер и еще не сформировалась, доминирующим, по нашему мнению, на ближайшее десятилетие станет, как отметил президент, экономическая политика развитие регионов с участием всего проживающего там населения, причем политическим институтам власти всех уровней отводится ведущее место. Именно на них возлагается ответственность за сбалансированное экономическое благополучие, процветание территории, создания условий для проявления способностей каждого во благо себя и окружения.*

Ключевые слова: *регион, власть, народ, собственность, сообщество, программа, сценарий, инновации, инвестиции, бизнес, концепция, конкуренция, культура, ответственность.*

1. ВВЕДЕНИЕ

В Послании Президента В.В.Путина Федеральному Собранию определены основные ориентиры развития страны на ближайшие годы, сделана попытка дать ответ на вызовы предстоящего десятилетия. Стратегической целью является превращение России в ведущую мировую державу XXI века.Столь оптимистичному заявлению предшествовали кропотливая работа на протяжении двух десятилетий по сближению нашего государства с мировым сообществом и ближним зарубежьем, закреплению законодательно демократических основ общества, где личная свобода, социальная справедливость и экономическая дееспособность ставятся как стратегические приоритеты на ближайшие годы. Каким путем пойти, где «ключ» к результативному успеху? Свои соображения с учетом последних законодательных актов и размышлений президента в этом направлении мы попытаемся развить в публикуемом материале.

2. ВЛАСТЬ И ИННОВАЦИИ

Проводимый правительством курс на децентрализацию хозяйствования и управления, перераспределения полномочий между федеральным Центром и муниципальными образованиями усиливает внимание экономической науки и практики управления к региональному уровню социально-экономического развития. Региональная экономика является мезоуровнем и обладает характерными особенностями. Она является подсистемой народного хозяйства, причем нельзя рассматривать ее как изолированную часть в народном хозяйстве государства. Регион как хозяйственная структура представляет собой часть территории, на которой развивается система связей и зависимостей между хозяйствующими субъектами и организациями.
Основным объектом хозяйственного регулирования выступает область - субъект Федерации. В регионе, являющемся социально-экономической системой, действуют как бы три, на наш взгляд, основные подсистемы: государственная, в том числе самого субъекта Федерации; муниципальных образований и отдельных юридических и физических лиц, прежде всего (по значимости) хозяйствующих субъектов. Физические и юридические лица, естественно, не находятся в прямой юрисдикции региональных органов власти. Однако они также являются объектом управления региона через различные инструменты налогового обложения, бюджетного финансирования социальных сфер, финансирования регионального заказа и так далее.
Принимая во внимание факт взаимоответственности, где все подсистемы региона находятся на одной и той же территории и исходят из интересов одних и тех же жителей региона, такое разделение, естественное для условий многоукладного рыночного хозяйства, не должно препятствовать консолидированному участию этих подсистем в решении местных социально-экономических проблем. Однако как показала практика, сложившаяся в стране рыночная экономика часто не учитывает территориальные финансовые, хозяйственные, управленческие и социальные различия между субъектами Федерации, создавая кривотолки среди неосведомленных слоев населения.
Считаем назрела необходимость осуществлять такую систему территориального управления, главными составляющими которых должны стать: преодоление системного кризиса в регионе если таков есть; обеспечение роста экономики на базе разумного сочетания рыночных механизмов и целевого регулирования органами власти; создания условий для инновационной активности заинтересованных в этом определенных групп специалистов и научных сотрудников; привлечения частных и иностранных инвестиций в региональную экономику; нормативной целевой помощи федерального Центра; повышение уровня жизни населения; выравнивание уровня экономического развития между регионами посредством их экономического взаимодействия и обобщения положительного опыта хозяйствования если таков есть.
Эти отношения должны осуществляться в рамках конституционно-правовых норм и строиться на следующих принципах:

1) реальное равенство всех субъектов Федерации в отношениях как с федеральным Центром, так и между собой;
2) однотипность условий (правовых, налоговых, имущественных) и возможностей (организационных, инфраструктурных) деятельности каждого субъекта Федерации;
3) учет особенностей территориальной специализации каждого регионального субъекта в зависимости от природных ресурсов, климатических, транспортных и иных условий;
4) самостоятельность в мерах и действиях регионов по обеспечению полной или максимально возможной самодостаточности финансово-бюджетных ресурсов и их целевого использования;
5) взаимодействие по расширению сотрудничества между регионами в целях укрупнения общего товарного рынка, технологического и информационного пространства;
6) согласование действий по взаимопомощи регионов в освоении природных ресурсов, решении экологических проблем, занятости, социально-этнических задач;
7) ответственность руководителей региональных органов власти за принятые или своевременно не принятые решения и действия;

К сожелению большинство из названных принципов и методов не всегда учитываются или реализуются частично, с серьезными нарушениями прав и обязанностей и со стороны федерального Центра и со стороны субъектов Федерации. Сегодня нет достаточных оснований считать, что повсеместно разработаны и действуют программы экономического и социального развития территории, инновационное и инвестиционное сотрудничество науки и бизнеса продумано планируется, финансируется и дает возможность ее участникам быть уверенными в перспективе своих действий. Вероятно сегодня на уровне субъектов Федерации, исходя из государственной программы экономического и социального оздоровления общества, необходимо сформировать собственные региональные стратегии развития, где важнейшей частью системы регионального управления должен стать прогнозно-аналитический документ – Концепция экономического и социального развития региона.

Примером этому может стать Белгородская область, обеспечивающая целостную жизнеспособность не только региона, но и вкладывающая посильный вклад в развитие промышленного комплекса федерации и ближнего зарубежья.

В соответствии со Стратегией социально-экономического развития Белгородской области на период до 2025 года и утвержденной постановлением правительства области от 25 января 2010 года № 27-пп, намечено на основе кластерного подхода, с использованием механизмов государственно-частного партнерства, проектного и программного управления выявить и осуществить решение комплекса задач по модернизации и инновационному развитию следующих групп региональных кластеров:

Первая – кластеры, развивающиеся на базе традиционных секторов экономики, такие как горно-металлургический, развития птицеводства, свиноводства, молочного животноводства и строительный кластеры.

Вторая – формируемые перспективные кластеры, среди которых: туристско-рекреационный, транспортно-логистический и многокомпонентный социальный кластеры.

Третья –создаваемые конкурентоспособные инновационные кластеры новой экономики, примером которых может стать формирующийся биофармацевтический кластер как продолжение развития кластеров зоны опережающего развития «Агропромышленный комплекс» с использованием инновационных технологий. Кроме того, ведется целенаправленная работа по созданию потенциальных элементов будущих межрегиональных и трансграничных инновационных кластеров - новых высокотехнологичных производств в области альтернативной энергетики, энергосберегающих, космических, информационных и нано - технологий.

Для обеспечения формирования и функционирования зон опережающего развития и территориальных кластеров области в соответствии с разработанной стратегией правительством области развивается региональная инновационная система. Она представляет собой современную институциональную систему для генерации, распространения знаний, их воплощения в новых продуктах и технологиях во всех сферах жизни региона и основана на потенциале взаимосвязи власти, бизнеса, образования, науки с инновационной инфраструктурой.

Системный подход в создании максимально комфортных условий для инновационного предпринимательства обеспечивает нормативная правовая база. Действует закон Белгородской области об инновационной деятельности и инновационной политике, регулирующий отношения субъектов инновационной деятельности и органов государственной власти на территории области. В порядке законодательной инициативы областной Думы вопрос применения упрощенной системы налогообложения малыми инновационными предприятиями, созданными при ВУЗах, был направлен на рассмотрение в Государственную Думу Федерального Собрания Российской Федерации и после рассмотрения с внесением изменений в Налоговый кодекс Российской Федерации с 1 января 2011 года данная норма права действует в регионе.

В настоящее время на территории области действует более 20 элементов инновационной инфраструктуры, образованных в основном на базе высших учебных заведений, включающих в себя инновационно-технологические центры, центры трансфера технологий, бизнес-инкубаторы и «упаковочные» компании», специализирующиеся на разработке квалифицированных бизнес-планов и маркетинговых программ для инновационных проектов. В области продолжается реализация проекта по строительству промышленного парка «Северный» для размещения малых и средних инновационных предприятий.

В рамках формирования финансовой инфраструктуры совместно с Минэкономразвития России учрежден фонд смешанных инвестиций объемом 400 млн. рублей, за счет которого профинансировано около семи производственных проектов в сфере малого и среднего предпринимательства. В текущем году для финансирования инновационных проектов на этапе внедрения разработок и технологий в производство инновационной продукции планируется создание регионального венчурного фонда.

Активная деятельность региональных вузов таких, как Национальный исследовательский университет «БелГУ», Белгородский государственный технологический университет им. Шухова, Белгородская государственная сельскохозяйственная академия позволяют создать инженерную базу для отработки, тиражирования и коммерциализации результатов научно-исследовательских работ по созданию отечественных субстанций для фармацевтической, ветеринарной и комбикормовой промышленности на основе современных био- и нанотехнологий.

В соответствии с постановлением Правительства Российской Федерации «О мерах государственной поддержки развития кооперации российских высших учебных заведений и организаций, реализующих комплексные проекты по созданию высокотехнологичного производства» реализуются инвестиционные проекты ЗАО «Завод премиксов №1» строительства завода по производству лизина с объемом инвестиций 7,1 млрд. рублей, ЗАО «Опытно-экспериментальный завод ВладМиВа» где проектом предусмотрено создание производства биосовместимых композиционных и кальций-содержащих остеопластических и лечебно-профилактических материалов для медицины с объемом инвестиций 150 млн. рублей.

По линии Минэкономразвития России в 2010-2011 годах государственная поддержка, оказанная начинающим и действующим малым инновационным компаниям, в том числе созданным при вузах области, за счет средств федерального и областного бюджетов, составила более 60 млн. рублей. Она позволит реализовать около 50-ти инновационных проектов в биологии, медицине, фармацевтике, строительном материаловедении, в сфере информационных и телекоммуникационных технологий. В текущем году внимание будет уделено стимулированию спроса на инновационную нанотехнологическую продукцию в рамках мероприятий долгосрочной целевой программы развития наноиндустрии и плана совместных действий ГК «Роснанотех» и правительства Белгородской области, которые позволят увеличить объем производства и потребления нанотехнологической продукции в регионе.

Для формирования инновационно-интеллектуальной среды и создания благоприятных условий дальнейшего развития региональной инновационной системы в области продолжится реализация инновационного проекта по строительству комплекса жилой, коммерческой недвижимости и социальной инфраструктуры «Аврора Парк», обладающего необходимыми характеристиками для обеспечения безопасности и создания благоприятных условий труда для талантливых молодых людей.

Горно-металлургический кластер

Белгородская область располагает свыше 50% запасов железорудного сырья Российской Федерации, ее социально-экономическое развитие во многом определяется сложившимся и функционирующим горно-металлургическим кластером. На его долю приходится почти 34% общероссийской добычи железной руды, 33% производства окатышей железорудных, 100% горячего брикетированного железа, 6% выпуска готового проката. На долю предприятий кластера приходится около 23% производства ВРП области и около четверти поступающих в консолидированный бюджет области налогов. Ядро кластера составляют: ОАО «Лебединский ГОК» (Губкинский городской округ) и ОАО «Стойленский ГОК» (Старооскольский городской округ), ведущие до-

бычу железной руды открытым способом, ОАО «Комбинат «КМАруда» (Губкинский городской округ), осуществляющий ее добычу подземным способом, и ОАО «Оскольский электрометаллургический комбинат» (Старооскольский городской округ).
Кроме того, в кластер войдут строящиеся на территории области предприятия: ООО «Металл-групп» (Яковлевский район), ООО «Белгородская горно-добывающая компания» (Шебекинский район),впервые в мире внедряющее опытно-промышленный рудник, добывающий богатые железные руды уникальным инновационным методом - скважинной гидродобычи. Данный метод является перспективным, так как позволяет добывать руду, залегающую на глубинах 500-1000 метров и при этом не нарушать экологический облик природы. Проектная мощность рудника составляет 600 тыс. тонн богатой железной руды в год.

Строительный кластер
Благоприятный экономический и социальный климат, высокий ресурсно-сырьевой, технологический и интеллектуальный потенциал, низкий уровень инвестиционных рисков и поддержка правительством области реализации экономически и социально значимых инвестиционных проектов способствуют инвестиционной привлекательности и темпу роста инвестиций в основной капитал.В результате за 2006-2011 годы на развитие экономики и социальной сферы Белгородской области организациями всех форм собственности использовано 403,8 млрд. рублей инвестиций в основной капитал. Рост инвестиций в сопоставимых ценах за пятилетний период составил 1,8 раза. По освоению инвестиций в основной капитал в 2011 году Белгородская область занимает одно из ведущих мест среди регионов Центрального федерального округа.
Отношение инвестиций в основной капитал к валовому региональному продукту Белгородской области соответствует уровню развитых стран (не менее 25-30 %). Такая тенденция благоприятно сказывается на решении задач экономического роста региона за счет инвестиционной составляющей.Это стимулирует развитие строительных организаций, предприятий стройиндустрии, а также определяет потребность в квалифицированных специалистах для указанных производств. Складывающаяся ситуация обуславливает целесообразность управления данными процессами с позиции формирования и обеспечения функционирования строительного кластера, доля которого в ВРП области составляет 9 процентов.
К динамично развивающимся предприятиям, внесшим значительный вклад в развитие кластера, относятся: ОАО «Домостроительная компания», ООО «Рудстрой», ООО «Белдорстрой», ОАО «Белгород-асбестоцемент», ОАО «Белгородстройдеталь», ОАО «Стройматериалы», ЗАО «Аэробел», ЗАО «Белшпала», ОАО «Старооскольский завод электро-монтажных изделий», ООО «Объединение строительных материалов и бытовой техники».
Наличие на территории региона минерально-сырьевых ресурсов обуславливает высокую концентрацию предприятий по производству строительных материалов. В области производятся строительные материалы широкой номенклатуры. Продукция местных предприятий является конкурентоспособной, в том числе и за пределами региона, преимущественно за счет быстрого доступа к сырьевым ресурсам, снижающего ее себестоимость. Вместе с тем, высокая энергоемкость производств и, как следствие,

ограничения по обеспечению топливно-энергетическими ресурсами, усиление конкуренции со стороны стран-импортеров создают риски для развития кластера.

За последние пять лет на предприятиях стройиндустрии области создано более 30 новых производственных мощностей, в том числе три завода по производству керамического кирпича, два завода по производству товарного бетона, а также налажено производство новых для области видов продукции таких, как: столярные изделия из клееного бруса полной заводской готовности с остеклением стеклопакетами, сухие строительные смеси, детали деревянных щитовых домов по канадской технологии, стеновые блоки системы «Теплостен», теплоизоляционные материалы на основе базальтового волокна, экструдированный пенополистирол, стекломагнезиальные плиты и другие.

В области динамично растут объемы жилищного строительства. По объему введенного жилья в расчете на 1000 человек населения Белгородская область на протяжении ряда лет входит в лидирующую десятку регионов Российской Федерации, среди областей ЦФО занимает второе место после Московской области с ежегодным объемом ввода жилья за счет всех источников финансирования более 1 млн. кв. метров.

С целью комплексного развития жилищной сферы, обеспечения доступности жилья для граждан, создания безопасных и комфортных условий проживания в нем принята и реализуется долгосрочная целевая программа «Стимулирование развития жилищного строительства на территории Белгородской области в 2011-2015 годах».

Транспортно-логистический кластер

Развитие транспортно-логистического кластера играет значительную роль в обеспечении экономического роста и обеспечении конкурентоспособности Белгородской области, создании благоприятных условий для ведения бизнеса, производства и экспорта транспортных услуг, повышения эффективности транспортной деятельности, интеграции региона в мировую транспортную систему, развитии межрегиональной кооперации и международного сотрудничества.

Условиями для создания транспортно-логистического кластера области являются выгодное географическое положение на пересечении азиатско-европейских транспортных коридоров, наличие железнодорожной транспортной магистрали, соединяющей города Москву и Санкт-Петербург с Крымом и Кавказом, и автомобильной дороги федерального значения М-2 «Крым», а также функционирование большинства видов транспорта (автомобильного, железнодорожного, авиационного и трубопроводного), каждый из которых играет определенную роль в транспортной системе региона.

По основным показателям, характеризующим развитие территориальной сети автомобильных дорог общего пользования, Белгородская область занимает ведущие позиции в ЦЧР. Доля автомобильных дорог общего пользования с твердым покрытием в общей протяженности дорог области составляет 92,5 процента.

Вместе с тем, очевиден разрыв между темпами роста автомобилизации и развитием дорожной сети, соответствующей современным требованиям. Назрел вопрос реконструкции основных, особо грузонапряженных направлений, а также строительства дополнительных дорог по новым сложившимся направлениям грузоперевозок и обеспечения связей с развивающимися районами индивидуальной жилищной застройки.

С целью обеспечения требуемого технического состояния сети автомобильных дорог, их пропускной способности, созданию безопасных условий движения, утверждена и реализуется долгосрочная целевая программа «Совершенствование и развитие дорожной сети в Белгородской области на 2011-2013 годы». В результате реализации программы протяженность автомобильных дорог общего пользования с твердым покрытием увеличится на 91,7 км, полностью будет завершено строительство автомобильных дорог с твердым покрытием в населенных пунктах области (увеличение на 2077,4 км), протяженность подъездов к микрорайонам индивидуального жилищного строительства возрастет на2034,7км.Новая долгосрочная целевая программа «Совершенствование и развитие транспортной инфраструктуры Белгородской области на 2011-2017 годы», направленная на доведение параметров существующей сети автодорог до современного уровня, также позволит увеличить протяженность автомобильных дорог общего пользования с твердым покрытием.

Значительную роль в функционировании транспортной инфраструктуры играет Белгородское отделение ЮВЖД – филиала ОАО «РЖД», имеющее на территории Белгородской области 4 железнодорожных узла (Валуйки, Старый Оскол, Белгород, Готня).

За последние годы благодаря проводимым ОАО «РЖД» программам обновления инфраструктуры, Белгородское отделение превратилось в мощный, надежный транспортный комплекс, объединяющий в себе 26 линейных предприятий, 56 станций (47 открыты для грузовой работы), 864 км магистральных и более 1000 км подъездных путей, из которых 69% участков двухпутные, 41% электрифицированы, 82% - оборудованы автоблокировкой и электрической централизацией. Отделение оснащено современными средствами связи, информационными системами управления движением поездов, использует ресурсосберегающие технологии.

На территории области расположены два аэропорта в городах Белгород и Старый Оскол, играющие важную роль в социально-экономическом развитии Белгородской области, функционировании транспортной инфраструктуры региона. Тесное взаимодействие в сфере транспорта со многими регионами России и странами ближнего зарубежья создают благоприятные условия для развития гражданской авиации. Для более полного использования такого конкурентного преимущества области, как приграничное положение, в рамках создания транспортно-логистического кластера продолжится развитие аэропорта в г.Белгород, имеющего статус международного. В области разработан и начата реализация Плана мероприятий по развитию ОАО «Белгородское авиапредприятие» и ОАО «Аэропорт «Старый Оскол», предусматривающего комплексную реконструкцию объектов авиатранспортной инфраструктуры аэропортов, акции которых в 2010 году переданы из федеральной в собственность Белгородской области. Его реализация позволит увеличить частоту и расширить географию пассажирских и грузовых полетов, удовлетворить растущие потребности населения и хозяйствующих субъектов в авиационно-транспортных услугах.

3. ВЫВОДЫ

Перечисленные законодательные и нормативные проекты, разработанные и внедряемые на территории региона, подтверждают значимость региональной власти всех уровней в решении поставленных перед собой задач. В перспективе многокомпонентный кластер будет развиваться в соответствии с принятой в феврале 2011 года Концепцией создания Белгородской интеллектульно-инновационной системы, миссия которой раскрыть творческий потенциал каждой личности и обеспечить условия для ее реального участия в инновационном развитии области, с использованием природных, материальных, финансовых, духовно-нравственных и иных ресурсов территории, причем опираясь на русские, славянские культурные ценности и традиции.

Приведя в пример Белгородскую область с ее начинаниями, имеющими поддержку не только на своей территории, но и за её пределами, можно с уверенностью сказать что образцы рачительного использования природных и людских ресурсов во благо региона есть и их нужно признать, обобщить и посильно внедрять в других регионах федерации.

Вместе с тем, есть проблемы, над которыми нужна целенаправленная совместная работа не только с поддержкой и участием властных структур, но и всеобщего понимания, что без инновационной и инвестиционной составляющей перспектива экономического роста территории или стратегически важной единицы на сегодняшнем этапе развития общества практически невозможна. Активно разрабатываются программы стимулирования инноваций, выделяются бюджеты, однако ощутимых результатов нет. Конечно, можно говорить о слабой инновационной активности экономических агентов, о проблемах и ментальности населения в целом. Но многое кроется, не только по нашему мнению, в следующем: государственные и региональные программы поддержки инноваций пока в недостаточной степени сфокусированы на формировании устойчивой взаимосвязи между государством, наукой и бизнесом.

Проблема взаимодействия науки и бизнеса состоит, в частности, в отсутствии в нашей стране культуры потребления интеллектуальной собственности. В настоящее время предприятия и изобретатели очень часто входят на прямые контакты, в обход вузов. При этом права изобретателя часто не соблюдаются. Это не позволяет механизму зарождения и внедрения инноваций заработать в полной мере как устойчивой самоподдерживающейся системе.

Доля участия частного бизнеса в финансировании инноваций низка. Крупным российским компаниям всегда выгоднее купить готовую разработку за рубежом не вкладываться в дорогостоящие изыскания с непредсказуемым исходом. Чтобы частный бизнес пришел в инновационный сектор, необходимо создание механизмов поддержки инвесторов, например, предоставление налоговых льгот компаниям, вкладывающим в инновации и внедряющим их. Также для привлечения частных инвестиций необходимы совершенствование нормативно-правовой базы по защите интеллектуальной собственности, разработка системы страхования финансовых рисков компаний.

Для поддержки создания малых предприятий, необходимо снижать административные барьеры. Гранты тоже хороши лишь в теории: у большинства участников инновационных процессов практически нет шансов их выиграть из-за массы формальных критериев отбора (например, количества докторов и кандидатов наук). Кроме того, необходимо ликвидировать низкую информационную открытость сектора науки — создавать единые базы данных научных предприятий и их видов деятельности, базы научных разработок.

Инновационное развитие – согласование интересов населения и государства, необходимость выработки последовательной реализации новой, сбалансированной с интересами общества и государства социально-экономической политики. Объединяя усилия всех проживающих на территории и регулируя деятельность региональной экономики, например, с помощью перераспределения инвестиционных потоков между секторами, внедряя инновационную составляющую, органы регионального управления способны влиять на структурные преобразования и выводить систему на более высокий уровень экономического и социального развития общества в целом.

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INTEGRATION MODELS IN THE SUPPLY CHAIN

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Abstract: *In essence, supply chain management means the alignment of material, information and financial flows between all the companies involved in commercial transactions. In today's general mondialisation and globalization, it is not enough just to have efficient production and/or quality of the product and/or competitive price. Today, most companies have that. Management and coordination of supply chain is rapidly becoming a key driver of efficiency of a company. In order to take advantage of opportunities that good supply chain management is offering, it is necessary to know the mode of operation of the supply chain and interdependencies between its parts. Three models of integration between businesses were described, such as model focused on firms, the model focused on the partnership and the model aimed to direct connecting of suppliers. The origin and motives, development of models of integration among enterprises are then describes.*

Keywords: *models, integration, supply chains, logistics*

1. INTRODUCTION

The end of the twentieth century marked intense globalization of goods and information flows. Every point on Earth has been available thanks to modern technical and technological achievements. The competition has reached unexpected proportions, and consumers have become more demanding, choosy and more informed. Former business paradigm based on the conflicts between business entities in the distribution channels, becomes untenable in new circumstances [6].

"With the intensification of globalization of the market, more companies realize the necessity of efficient supply chains and logistics networks around the world. The study of supply chain management can help globally oriented companies to identify superior suppliers, to increase

the productivity of supply, reduce the overall cost of doing business and improve its competitive position on the target markets “[9].
The entire supply chain is subordinated to the demands of the end consumer, i.e. customers. “In other words, the main motto of every supply chain maximizing consumer value with lower costs of providing that value, at the level of the chain as a whole” [1].
The aim of this paper is an attempt to explain the concept, purpose and development of supply chain management. From the structural point of view, the supply chain is a complex network of relationships that the company maintains with its partners in order to obtain the necessary raw materials and components, produce a product and deliver it to the customer. As the main purpose of supply chain management, the integration among firms, competitive advantage and market leadership can be specified (shorter time of existing on the market, lower costs and reasonable price).

2. DEFINING THE SUPPLY CHAIN CONCEPT

E-business requires the possession of skills by management and knowledge of supply chain management. Successful supply chain management strategies are based on accurate order processing, inventory management according to the principle of “just in time” delivery and timely order fulfillment. The idea of supply chain management is some twenty years old. Then the supply chain was defined as “the umbrella for a process” under which it is produced, created and delivered to customers. **From the structural point of view, the supply chain is a complex network of relationships that the company maintains with its partners in order to obtain the necessary raw materials and components, produce a product and deliver it to the customer**. Therefore, includes entities and instances using which raw materials, components, semi-finished and finished products can be obtained, transformed, stored and sold. These instances are associated with transportation routes along which materials and products move. Ideally, the supply chain consists of a number of companies that operate effectively and efficiently as if it is just one company, with full transparency and clarity of the information to all involved in the process.
“The changes in today’s business environment are caused by globalization, the ever more stringent requirements of the users, the tendency to reduce the lifetime of the product, the dependence of the company business partners, as well as companies focus on core competencies” [8]. In the newly established framework, supply chain management becomes an output business philosophy that shows the necessity of a higher level of cooperation in the distribution channels. All business entities, irrespective of the place they occupy in the structure of the vertical flow of materials, semi finished goods, and information - its whole activity is focused on the end customer and/or customers, avoiding unnecessary exhaustion and waste of energy.
Collaboration is the highest level of cooperation in supply chains (especially prominent in global business scale). It includes *the exchange of information, coordination of activities, resources sharing and responsibilities* among participants to achieve common goals.
“It is possible to mark four factors critical to global supply chains, in relation to those with lower horizon” [7]. Those are longer delivery times, prolonged and unreliable transport pe-

riod, and multiple consolidation and break bulk options, freight mode and multiple cost options. In designing global supply chains, it is necessary to consider each of these characteristics in order to prevent troubles and take advantages of opportunities that impose business at global level.

The integration between firms is the main purpose of establishing the supply chain. In this way seeks to achieve competitive advantage and market leadership by shortening the time required for the appearance on the market, reducing distribution costs and delivering the right products at the right place at the right time, at minimal cost to the customer and the price affordable.

Creating a supply chain, a set of ad hoc activities and usually fragmented process turns it into a harmonized system within which adds value to products intended for end users. Such integration requires the optimization of processes included in the supply chain, which means minimizing the cost of the entire ordering process that begins and ends with the delivery.

Traditional methods of optimization are managed to minimize individual costs, but they could not "deal" with complex inter-dependencies that often occur in real business situations. Until recently, none of the factors in the supply chain - such as manufacturers, distributors, transporters and retailers - could achieve such transparency of information that is needed to synchronize all the individual processes in the chain. The consequences were often the excessive inventories of products, which had to be provided to ensure a satisfactory level of quality of service offered to customers.

3. INTEGRATION MODELS AMONG FIRMS

Electronic business is developing so fast and there is no much time for long-term, systematic and careful theoretical research, but some solutions are often looking for "on the fly" by trial and error method. The aforementioned goes for research related to the modifications of the supply chain of the intensive use of information and, in particular, Internet technology, or in connection with models of integration among firms imposed by the implementation of new technologies [10].

For these reasons, empirical models of integration among several firms were developed spontaneously over time. They all connect - more or less the same elements in the supply chain, but the relations between the elements and the importance given to each of them is different from model to model. In other words, the strategies of reaching competitive advantage and perhaps the market leadership are different and using the supply chains such as those available with some models.

At evolution level, three models of integration among firms play a key role in the further development in this area:

a) The model focused on the companies, for which the most important elements of integration are companies performing certain activities in the supply chain
b) The model focused on the partnership, which emphasize the establishment of collaborative relationships among firms
c) Model focused on direct linking of suppliers, manufacturers and customers, which seeks to bypass the intermediaries in the supply chain

The company, which is considered the founder of the biggest promoters of the first model, is **NABISCO**, a manufacturer of food products. It succeeded with to agree with their business partners that each of them, including the **NABISCO** company itself, to establish a database according to unique concept and architecture, with a uniform system of marking items and unified business documentation, which then allow the application of uniform standards for exchanging electronic data between all companies in the supply chain.

Otherwise, the International Standards Organization developed uniform standards for electronic data interchange (EDI) in 1987, called **EDIFACT** standard (EDI for Administration, Commerce and Transport) and it is registered under the number ISO 9375. EDIFACT standardizes message to be used to create electronic business documents in ten branches i.e. lines of business.

Integration model in the supply chain based on the application of EDIFACT is implemented using standard software to exchange data over telecommunications networks, which from each covered company requires “to clean up your own backyard “, i.e. to adapt its own database to the demands of the common criteria and requirements. Thus, the model assumes that the entire supply chain will function correctly if each firm does everything expected of it in terms of acceptance and implementation of general standards.

It should be noted that the EDIFACT standard was developed before the advent of “commercial” Internet so it takes into account all the opportunities that the modern Internet provides. That is why the fact that previously presented model of integration among firms later has evolved into a model that encourages partnerships between companies in the supply chain in period 1997 - 1998 makes sense.

Procter - Gamble and **Wal–Mart**, large retail companies designed and implemented this model. The model calls for the establishment of a common database and so-called collaborative application software, in which development and use all the key players in the supply chain - suppliers, manufacturers and retailers will participate.

There are two main motives why in this model insists on partnership and cooperation:

a) *Marketing, and*

b) *Inventory management*

Earlier, companies tried separately, each according to its discretion, to undertake marketing activities and campaigns of which they expected better business results. It was common to use some unfair means, such as unfair competition, forgeries, deception of consumers, including real subversion. This problem could be solved when it comes to companies that operate at the same level, i.e. offer similar or related products. Nevertheless, when it comes to companies that offer different levels of final products (raw materials, components, semi-finished products, services, etc.), they often complement each other, so they are dependent on each other. In such a situation, it is far more rational to organize joint marketing activities, which can reduce the cost that each individual company will have to bear, and to avoid the unwanted, unnecessary or unfair competition.

Another important motivation for the implementation of the partnership models, as discussed above, is better inventory management. No company wants to maintain excess inventory items of any kind. Because, behind the pursuit of integration actually usually are strives to reduce the amount, and then the cost of inventories. If a common database is established, its contents will be accessible through single, so-called collaborative application software that will enable the optimization of inventory at all points along the supply chain, and therefore a significant lowering the costs.

A third model of integration among firms is developing – model of direct connection of manufacturers and customers. The founder of this model is considered **Dell Computers** Company. In fact, that company first came to the realization that the Internet offers many options to customers and, more importantly, that with the development of electronic trading and general business customers are becoming more aware of their privileges. It has been observed that customers are likely to change suppliers, asking favorable options in each case. Thus, their behavior is quite unpredictable.

Dell tried to solve the problem by creating a model of direct connection of suppliers, producers and clients i.e. customers, enabling customers to define the product they want, and they will only then begin to produce it according to customers' specifications. In this model, in theory, stock does not exist and it is therefore sometimes called **the zero inventory model**. In particular, the potential buyer of computer, for example, will itself specify which model of processor he wants, how much memory, peripherals, which software and everything else that characterizes the finished product. Dell Company is committed to build computer exactly according to customer preferences and deliver it in a timely manner. No "force" will chase the customer to another vendor. Free counseling and help in configuring of computer is offered to insufficiently qualified buyers.

Applying this model of integration allows realization of multiple benefits: The customer has complete freedom of choice and will get exactly what he chose; stocks of all kinds are minimized or even disappear completely; the unnecessary intermediaries between the manufacturer and the customer are eliminated, as a result of all of this the costs of production and distribution are reduced, which, of course, enable lower prices of the final product.

This model of integration of the businesses units involves in the supply chain enable quick and accurate response to changing needs and demands of consumers. Therefore, one can assume it is just an indication of future development in this area.

4. DEMAND CHAIN MANAGEMENT AS IMPROVING SUPPLY CHAIN MANAGEMENT

Supply chain management most certainly is a very useful tool for conducting e-business, but the real "engine" of successful, well-performed business plan is the demand chain. If a company knows what will be the demand that can be counted on, will be able to finely tune other activities to ensure achievement of business goals. Effective supply chain management or inventory does not much if it produces too much products or offered service, because they will not be able to absorb by the demand. It is not, therefore, supply chain management what has a crucial influence on the success of the business, but managing demand chain.

The company needs to find appropriate solutions that will assist it in creating more frequent and more accurate forecast demand, in order to comply with them quickly and adjust production and inventories. Better demand chain management is the better strategy designed to reduce the risk of failure and eliminate unpleasant surprises.

Suppose that a firm has accurate prognostic information based on which can make and implement critical business decisions. What if such information decrease production and increase customer satisfaction by ensuring that the right amount of product or the required quality of service is realized and made available to customers at the right time? However, one step at the time.

The participants in the demand chain are the same ones included in supply chain, but the sequence analysis of their relationships and activities is just the opposite. Instead of sources of lower finalization products, company gives attention primarily to sources of demand for final products; focusing on the demand chain rather than supply chain, a company will get real-time information that will help it to determine how the product or service in a given period would be required, or sold. In this way, it will create business intelligence and organizational knowledge accessible to all parts of the company and individual employees, which will in turn enable the success of very expensive applications of supply chain management. Demand chain management, therefore, is directed at improving sales and marketing, which is undoubtedly a surer way to business success and market leadership.

By definition, predictive business intelligence “thinks ahead.” However, it does not occur by itself or “falling from the sky.” In contrast, a high number of employees create it; employees, customers and business partners who are directly associated with the critical information in terms of business performance, create timely and relevant reports, and work together to achieve consensus on what will be demanded and which actions are necessary in accordance with that. They are using the shared database of market data. Predictive intelligence can only come from cooperation between people who know the market very well, monitor and measure the demand and know how to explain it and how to communicate with others through appropriate corporate and multi-corporation communication networks.

The efficient demand chain management promotes effective inventory control and prevents the formation of excessive amounts of products or services. This, in turn, enables the realization of cost savings for both, manufacturer and service provider, but their clients also. That is not just good information – it is good business.

In this sense, the construction of the demand chain must to be understood as an upgrade of the supply chain.

5. RESUME

The conclusion is that we are not thinking about supply chain management as a necessity, as the only criterion for choosing good is the price, and we can see for ourselves what is natural – ultimate consumers aren’t like that. They seek security, confidence, convenience, etc. in the brand that does not only functional properties, but in the mind of consumers creates a perception based on experience, communication, testing, and confidence. Many firms while selecting suppliers and vendors take care of the things that add new value, therefore safe delivery, additional services, quality standards, development.

Simply put, this means that for example, some well-known companies can buy their input components by chance, but must choose suppliers with whom they will jointly develop a vision, develop, keeping records, quickly get to data using e-business, trying to make their customers satisfied, providing them with a guarantee of quality, service , delivery on time, and be reliable. That is the way of building a new strategic partnership. On the other hand, they have be prepared to participate in similar contracting as chosen partners, to be its reliable partner, to provide supply on time, to respond quickly to market demands, and allow an optimum profits.

Thus, we can conclude that the SCM is going to cause competitive advantage for those who are among the first ones and inevitable cause of failure for those who hesitate. It refers to how the company must reduce its supplier base and focus on long-term partnerships, not just the superficial relationships that are established solely by the criteria of price.

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MORBIDITY AS THE CONSEQUENCE OF NOT TAKING SAFETY MEASURES AND ENVIRONMENTAL NEGLIGENCE

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Abstract: *Failure to take safety measures and environmental negligence, directly cause increased morbidity of the population. Statistic data imposes the imperative of taking concrete measures that are exactly the content of the social responsibilities of society and sustainable development. These measurements should be simultaneous and mutually permeated in the scope of the occupational safety and protection of working and living environment.*

Keywords: *morbidity, occupational safety, environmental protection, safety culture, sustainable development, social responsibility*

1. INTRODUCTION

The proper conventions of the international labor organization are dedicated to safety at work. Thus, to the areas of safety and health at work, with basic conventions no. 155 on safety and health at work and the workplace and no. 161 on occupational health services the ten conventions governing the protection of specific risks are dedicated to (radiation, cancer, air pollution in the working environment, noise, vibration, asbestos, gasoline, lead bleach, other chemical compounds, dangerous machinery, heavy loads, a major industrial accidents). Conventions in this area are followed by twenty recommendations.[1]

[1] Marinko Đ. Učur i Sandra Laleta, Konvencije Međunarodne organizacije rada s komentarima, Zagreb 2007

In addition, the importance of health and safety at work have the conventions that regulate working hours, provide special requirements for certain categories of employees (women and children), the conditions for compensation and other benefits, establishing the right to paid holiday, the conditions for operation of labor inspection, labor representatives and others. Generally, in almost every ILO convention can be observed direct or indirect trying to improve the health and well-being of employees.

In addition to the fact that documents of the International Labor Organization contribute significantly to health and safety within the national economy, the contribution of international standards is also evident at the level of global dialogue between international trade union organizations and multinationals companies. This should result in the signing of appropriate agreements that multinational companies undertake to respect basic ILO conventions, no matter where in the world operate. Is it so in practice? Unfortunately, this kind of dialogue has a problem, because the multinational companies are not of interested in the discussion of global issues related to work, except for some cases involving the protection of the environment, and even then only if they are forced by the community groups and the public reaction.

Many factors affect the life and health of man and his behavior in the environment[2]. They are permanent or temporary, they are dynamic, and their number is not final. The man adapts and contributes with its activities to encourage those who produce a desirable neighborhood and act positively, and thwart those who act negatively.

The explosion of urban space has caused turmoil in the economy, stimulated migration and left their marks on people's health and quality of life. The increase in population in countries where more than a third of residents are malnourished complicates further the whole situation. In addition to the "explosion" of the population and environmental degradation in countries in transition, among the important factors of global risk still is considered the dominant philosophy of progress, i.e. continuous industrial growth.

In the theoretical discourse of experts for environmental protection, safety and health in the workplace and living environment and quality of life are becoming imperative.

Awareness of environmental and health problems, such as pollution and the depletion of natural resources, population boom, urban chaos, much faster is registered in the form of consciousness, than these knowledge are scientifically founded. The result is the existence of defective, delayed, non-comprehensive policy for the protection of the labor environment and human health. Thus, the expansion of the science of quality has not been paying close attention to the environmental components as quality parameters of the product. However, more and more business systems depend on the existence of their preparedness to meet the projected environmental measures and regulations.

Environmental policy is the driving force for the introduction and improvement of the system of environmental management of the organization in order to be able to maintain and potentially improve its environmental performance. The imperative of modern society becomes reducing intervention over nature, and greater use of knowledge, information and new technologies in the quality of life.

[2] The World Health Organization (WHO) defines health as „a state of complete physical, mental and social wellbeing, and not merely as absence of disease or infirmity."

2. DISTURBING TRENDS

Despite the presence of a large number of international norms and conventions, significant legislative structures within the state, some ILO data, which were released in 2003, indicate great concern regarding the situation in terms of health and safety, although this information is more than ten years old. It was reported that an estimated two million people die at work. 160 million people suffering from occupational diseases. One-third of those diseases are causing absences from work for four or more working days. This completes data that 270 million work-related injuries (fatal and others) occur annually. Losses are estimated at 4 percent of GDP, and absences from work for 2 to 10 percent per day, depending on the sector and profession. The data are based on estimates of the International Labor Office that the world has a total of two billion and 732 million economically active persons, of which 2 billion and 165 million are employed. In 2000, about 2 million people died at work-related fatalities, of which 355 thousand due to an injury in the workplace. Occupational cancer is attributed to 32 percent of deaths due to circulatory diseases 23 percent, traumatic injuries, 19 percent, and infectious diseases that are transmitted at the work facilities 17 percent of the deaths.[3]

As defined by the United Nations, "Health is a state of full physical, social and economic well-being and not merely the absence of disease or physical defect." One of the first tasks of the state is to lead the fight to keep the health of their population, the improvement of living standards and the control of external borders. Diseases that in the past have led to high mortality population (plague, cholera, smallpox, tuberculosis, malaria) are largely eradicated. Today the most common is the infection of influenza that spread quickly, and the epidemic diarrheal diseases in less developed countries.

Diseases that are the result of scientific and technological revolution (environmental pollution, accelerating the pace of life and work, and stress) threaten health of the modern man. Mortality from heart disease and vascular disease, cancers, AIDS, from traffic accidents, mental illness, alcoholism, and drug addiction is rising.

The traditional concept of development, focused on the production of material goods and external exploitation of natural resources is closing to the end. Its further incentive becomes absurd, because it its benefits are smaller and the consequences of the increasing degradation of nature are bigger. In order to implement the concept of sustainable community, i.e. to ensure the future and prevent planetary catastrophe, which produces a risk society, it is necessary, therefore, to perform a profound transformation of the area on which today's society exists.

Regardless of all the improvements, the disease caused by consuming microbiologically contaminated food is still widespread public health problem in developed countries. In the region of Southeast Europe, which our country belongs to, those are countries in transition. A large number of refugees and displaced persons in temporary or permanent accommodation, many of them are unemployed, and economic poverty create fertile ground for the emergence and rapid growth of diseases caused by microbiological contamination of food and water. Excessive intake of food and especially of some nutrients (sugar, saturated fats, salt), are also risk factors for various diseases. In addition, many of the substances that may be taken in by contaminated food and water may affect the body. Because of the very widespread use of

[3] Safety in Numbers: Pointers for a Global Safety Culture at Work, International Labour Organization, Geneva 2003, p 1- 24

many chemicals in the production and processing of foods, as well as increasing environmental pollution, there are a large number of non-nutritious components in human food chain. It is believed that there are about 60,000 polluting contaminants of food and water still with unknown consequences to human health. Although these substances commonly found in food are in small, so-called, residual amounts, the consequences of their actions are by no means negligible. The most serious consequences are related to teratogenic, mutagenic, carcinogenic effects, allergies, damage to many vital systems, organs and tissues. The role of certain foods in the diet of people depends on their qualitative and quantitative composition, as well as their safety.

It is estimated that three million people die each year from air pollution (5% of all deaths worldwide). Many studies show a direct link between mortality and daily concentrations of sediment particles from the external environment less than 10 microns in diameter. The average length of life can be significantly reduced due to the high levels of air pollution. Approximately 30-40% of patients with asthma and 20-30% of patients with respiratory disease are associated with air pollution in some populations.[4]

Air pollution adversely affects the wildlife and the contamination of water, and thus indirectly affects human health. Changes in climate will cause changes in the distributions of cause and accelerate the spread of the disease in many areas (mosquitoes).

3. NEW RISKS

Although still prevails the orientation to the risks which the protection and prevention of occupational health dealt in 20th century (noise, vibration, chemical and biological adversity, heavy loads, working at height, working at elevated temperature or cold, etc.), in the last few decades there are more and frequent warnings from scientific and other circles that work is emotionally exhausting.[5]

The stress. It is estimated that one quarter of all sick leaves in Europe are caused by negative stress[6]. In 2000, the stress was the second health problem (after back pain) encompassing as much as 28 percent of employees in the European Union, or nearly 40 million employees. Such a trend is unchanged in comparison to five years ago.[7] A direct and strong link between stress and repetitive tasks in the rhythm of work is proved.

Stress as a new risk has not yet found its place in the collective agreements concluded jointly by unions and employers. Unions on this issue are still showing certain disorientation, and commitment and employers in solving problems of stress lacking. Employers, in fact, have difficulties to accept that the causes of stress are in the inadequate organization of work, and are trying to locate the cause of the private lives of employees, or to link them to their own

[4] Joldžić V., *Pravni aspekti zaštite vazduha*, XXXIV Savjetovanje sa međunarodnim učešćem, „Zaštita vazduha 2006", 24-25.01.2007. Beograd

[5] Bolton S., *Introducing a Typology of Workplace Emotion*, Lancaster University management School, Working Paper 2003/064, p. 3.

[6] European Network for Workplace Health Promotion, www.ehwhp.org

[7] LLORENS, C. I de VILLACIAN, D.O.: Work – Related Stress and Industrial Relations, Eiro online 2001.

properties. When it comes to prevention, employers are more inclined to provide verbal support and advice to employees, but to shorten working hours, to reduce work efforts, to extend deadlines for the work, etc.

Harassment at Work (sexual and moral) also belongs to the psycho - social risks. Data support the existence of harassment (mobbing) at work, as well as the harmful effects of the feelings of mental and physical fatigue, and absence from work due to illness. Harassment and intimidation i.e. threats at work, have important implications for people who are exposed to them, including financial, health, and self-esteem problems. The persecutions of the victims are evident in many cases, and the consequences are long-term sick leave, denial of jobs, transfer to other degrading jobs, or quitting.

Permeation of prevention of occupational safety and environmental protection

With regard to the negative consequences of neglecting safety measures and environmental neglect, about which is discussed in this paper and which ultimately manifest morbidity and mortality in the working-age, and other categories of the population, the more it becomes clear that the protection at work and environmental protection must be considered and implemented in their correlation, which ultimately makes the essence of the social responsibility of every organization - from government to business.

Therefore, it is necessary to leave as quickly as possible understandings of the separation of occupational health from the protection of the environment. These activities are in interaction and it is obvious there is no adequate health protection and safety without parallel measures to protect the environment and vice versa. It can be concluded from this paper.

So there will be the finale of this paper is to elaborate the ways in which they can improve work safety and protection of the working environment.

4. SUSTAINABLE DEVELOPMENT

Environment, education and the management of sustainable development cannot be viewed in isolation; an integrated approach is required, which is the basis of all development. Management of sustainable development is becoming increasingly important priority for almost every state, the region, the business system. The principles of sustainable development are adopted at the global level (UN), European (EU), as well as the many government levels. They need to be implemented at all levels, from global, through the state, and the local. Many countries have accepted all obligations under the documents relating to sustainable development, especially signed or ratified by the relevant conventions (Kyoto, Aarhus, Espoo, Helsinki and many others).

However, we cannot be satisfied with the way of implementing these international obligations and certainly not with the slowness with of implementation in the economic practice. There are numerous reasons for this. The most important is educational system that is not adapted i.e. underrepresented training of personnel in the field of the environmental management. Through the concept of environmental management, we reach to the necessary symbiosis of key categories and criteria and economics and ecology, as both are oriented toward the developmental goals of humanity in terms of limited natural resources.

State of the environment and numerous conventions impose harmonized implementation of the principles of education for sustainable development. Global changes and the pressure on the implementation of universal principles and standards in the field of environmental quality will probably continue. This is supported by growth in the number and diversity of standards of environmental laws, and raising awareness about the potential financial and other consequences to a particular destination, as well as society as a whole. In addition, we have demands of consumers who are increasingly looking for a better relationship with the environment, and because competitors use a relationship to the ecology in order to gain a competitive advantage.

More than ever the environmental education is necessary so the man can preserves and enhances its living and working environment so that it becomes an integral part of his life, survival and development. Environmental education has the task of forming consciousness, primarily of young people, about the necessity of a healthy, ecologically clean environment, of dignity of man, the need to preserve the ecological balance in the human environment and the risks that arise from the disruption of this balance. Educational system, no doubt, can contribute to the preservation of the environment, so that nature could be just as it was created and bestowed on us. The environmental awareness does not arise spontaneously, by itself, but in the process of communication, training and education. Gaining knowledge about the protection and promotion of human environment is the most direct factor of the formation and development of ecological awareness i.e. no environmental education, no environmental awareness.

5. SECURITY CULTURE

The International Labor Organization defines safety culture as a set of beliefs, values, attitudes and behaviors of individuals and organizations in which to the prevention is given a high priority. Safety culture is part of the organizational culture and corporate social responsibility. Safety culture is an organizational phenomenon, and leadership and organizational culture are the basic concepts for the realization of safe and healthy working conditions. Environment causes behavior, but behavior affects the environment. Therefore, people and the world that surrounds it are causing each other, but all the sources of influence do not occur simultaneously, or having an equal strength.

Improving safety culture is possible using promotional and marketing strategies, and safety culture consists of the following components:

a) Participatory culture (workers and their representatives receive a true, complete, and timely information on occupational safety and have the ability to influence the decision);
b) Reporting culture (workers believe they will not be punished for reporting failures in the prevention and unacceptable behavior);
c) The culture of justice (the existence of a clear demarcation between acceptable and unacceptable practices, and effective responses to them);
d) The culture of learning (learning from failures and accidents, and feedback)

Safety culture is a reflection of the legal culture and legal values. One of them is the primary legal efficiency, which is tied to productive prevention of risks at work.

6. RESUME

The development and concretization of the famous Charter for Sustainable Development[8] implies that the key determinant of environmental management and sustainable development must be a priority task of the company: that ecology must be integrated into the management of the company and its improvement should be a continuous process, the employees must be constantly motivated and environmentally educated, it must be carried out continuous evaluation of environmental consequences of each process and products, that the company must take responsibility for the behavior of their subcontractors and suppliers, the company must be open to dialogue about environmental risks and engaged in joint efforts to promote environmental awareness and regular information to all stakeholders.

Only in this way, it is possible to eliminate environmental neglect and promote social responsibility. With these activities go hand in hand, appropriate measures and raising awareness about preventive health and safety, for the protection of the environment cannot be separated from occupational health and safety, which is also a kind of protection of working conditions surrounding the work processes as a kind of working environment and the environmental factor which of which the majority of environmental pollution comes from.

Leveraging parallel safety and protection of the environment through a number of measures and activities in interaction, we are going to reduce the morbidity of the population, because the working conditions and the environment in which we live are important factors of our health and development of our economy and therefore society as a whole.

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8 The Charter for Sustainable Development was adopted in 1991, as part of the International Chamber of Commerce

ВЛИЯНИЕ ПРОМЫШЛЕННОГО РАЗВИТИЯ НА ЭКОНОМИЧЕСКУЮ БЕЗОПАСНОСТЬ СТРАНЫ

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Аннотация: *В статье анализируется роль промышленного развития для экономического развития в постиндустриальную эпоху. Обосновывается роль контрактного производства в повышении промышленной конкурентоспособности страны. Выявлены потенциальные возможности и угрозы национальной экономической безопасности вследствие специализации страны на контрактном производстве товаров. Исследована роль промышленной политики страны в обеспечении устойчивого экономического развития.*

Ключевые слова: *промышленная политика, промышленное производство, экономическая безопасность страны*

1. ВВЕДЕНИЕ

Конкурентоспособность промышленного сектора любой страны является основой долговременного экономического благосостояния и роста. Производственный сектор, который является конкурентоспособным на глобальном уровне, создает устойчивую экономическую экосистему, стимулирует внутренние и внешние инвестиции и улучшает платежный баланс страны. Он также способствует улучшению занятости, создавая рабочие места как внутри производственного сектора, так и в родственных сферах (финансовые услуги, инфраструктура, обслуживание потребителей, логистика, информационные системы, образование, недвижимость и т.д.). Сильный производственный сектор стимулирует технологическое развитие и создает спрос на высококвалифицированный персонал и ученых. Такая важность промышленного сектора для экономического развития страны заставляет государства прилагать усилия к созданию благоприятной для производства среды.

В то же время, в современной глобальной промышленности происходят радикальные изменения. Нынешняя глобальная производственная система характеризуется фрагментацией глобальных цепочек ценности, то есть производственные процессы делятся на отдельные стадии с переносом их в разные страны. Компании свободно выбирают места для размещения своих производственных мощностей, а потому растет конкуренция между странами за право разместить производство на своей территории. Глобальное разделение производственного процесса открывает перед странами возможности встраивания в глобальную производственную сеть и подключения к мировому научно-технического прогресса путем перемещения в страны производства технологически ёмких товаров и услуг. Таким образом, актуализирует вопрос стратегического ориентира промышленной политики страны и подбора адекватных инструментов ее реализации.

2. ПРОМЫШЛЕННОГО РАЗВИТИЕ И ЭКОНОМИЧЕСКАЯ БЕЗОПАСНОСТЬ СТРАНЫ

Впервые в 2010 году группа Deloitte Touche Tohmatsu и Совет США по конкурентоспособности совместно опубликовали Global Competitiveness Manufacturing Index [1], где было представлено обобщенное видение развития современного глобального производства и новейших принципов промышленной конкурентоспособности стран. По результатам опросов более 400 глобальных производственных компаний было обнаружено 10 движущих факторов глобальной промышленной конкурентоспособности, отражающих важное взаимодействие рыночных и правительственных сил [1, стр. 6]. Эти факторы мы обобщили в таблице, классифицируя их в соответствии с ролью в достижении промышленной конкурентоспособности.

Таблица 1: Классификация факторов промышленной конкурентоспособности

Группа факторов	Составляющие	Значение для конкурентоспособности
фундаментальные	Способность к инновациям Стоимость рабочей силы и сырья Стоимость энергии и энергетическая политика	Являются основой для промышленной конкурентоспособности. Определяются преимущественно рыночными силами, но зависят от правительственного влияния.
способствующие	Экономическая, торговая, финансовая и налоговая системы Качество физической инфраструктуры Правительственные инвестиции в промышленность и инновации Законодательная и регуляторная системы	Являются факторами правительственного влияния на промышленную конкурентоспособность.
локальные	Сеть поставщиков Динамика развития местного бизнеса Качество и доступность системы здравоохранения	Характеризуют развитость рынка страны, качественные и количественные характеристики местного бизнеса

В 2013 году опубликована новая версия Global Competitiveness Manufacturing Index, в которой представлены оценки наиболее конкурентоспособных в промышленной сфере стран, а также инструменты промышленной политики, способные создать (или улучшить) глобальную промышленную конкурентоспособность страны [2]. Мы видим, что, несмотря на то, что человечество постепенно входит в постиндустриальную эпоху, вопросы промышленного развития вновь обретают актуальность для развитых государств.

Об этом также свидетельствует недавняя статья нескольких европейских министров, опубликованная в The Wall Street Journal Europe [3]. Авторы утверждают, что только сильная, обновленная и усовершенствованная индустриальная база позволит реальному сектору экономики возглавить экономическое восстановление Европы. Задача состоит в продвижении структурных реформ, обеспечении регулирования для поддержания конкурентоспособности и проведение промышленной политики, способной усилить европейскую промышленную базу и ликвидировать ключевые дисбалансы как на национальном, так и на общеевропейском уровне. Подобные призывы звучат в США, и поднимается вопрос о необходимости реиндустриализации американской экономики.

Мы знаем, что доля производства в мировой добавленной стоимости неуклонно снижалась. В то же время, доля добавленной стоимости услуг за последние почти 30 лет выросла. Однако, не стоит говорить об относительно меньшей важности производства по сравнению с услугами. Мировой кризис 2008-2009 годов заставил экономистов вновь вернуться к изучению роли промышленного производства на экономический рост. И недавние исследования подтверждают, что промышленность должна оставаться наиважнейшей отраслью хозяйственного комплекса стран мира. Так, ученые Ricardo Hausmann и Cesar Hidalgo, используя данные экспорта только промышленных товаров по 128 странам за последние 60 лет, смогли объяснить значительную часть (более 70%) различий в уровнях экономического развития этих стран [4]. Хотя доля промышленности в ВВП ведущих стран составляет менее 30%, но важность промышленности определяется тем, что она имеет немалое влияние на развитие всех отраслей хозяйства, особенно на сельскохозяйственное производство, все виды транспорта, современные телекоммуникации. Современная промышленность играет решающую роль в обеспечении потребностей людей в самых изделиях.

Сильный производственный сектор страны способствует ее экономическому процветанию. Существует тесная связь между промышленным выпуском и реальным ВВП страны [2, стр. 5]. Особенно сильной эта связь является для экономик развивающихся стран. Независимо от доли промышленного сектора в экономике более высокий рост промышленного производства приводит к более высокому общему росту реального ВВП.

Таким образом, необходимость развития промышленного сектора экономики страны, даже в современную постиндустриальную эпоху, не вызывает сомнений. Однако, важным остается вопрос реальных возможностей страны обеспечить свое промышленное развитие. Так, например, в Украине в 2009 г. глубина падения объема промышленного производства в результате мирового финансового кризиса достигла 21,9% (уровень промышленного производства вернулся на отметку 2003-2004 гг.) [5, стр. 3]. Несмотря на медленную, но положительную динамику посткризисного восстановления промышленного производства, в промышленном секторе Украины сохраняются внутренние дисбалансы, как то: сырьевой характер промышленного производства, отсутствие диверсифицированных организационных форм производства, низкая доля наукоемких отраслей по производству продукции углубленной переработки и конечного потребления, неоптимальная и несоразмерная структура промышленности Украины с преобладанием в ней экспортоориентированных производств и недостаточным использованием потенциала внутреннего рынка и т.п. Поэтому остро стоит задание формирования современных механизмов промышленной политики и усиления промышленной конкурентоспособности страны.

Необходимо помнить, что в мировой промышленности происходит переход от вертикально производственных структур к сетевым, сопровождающееся аутсорсинговыми процессами в глобальном масштабе. Получают распространение контрактные, не связанные с участием в капитале формы глобальной производственной деятельности. В новых условиях производственные структуры мира обобщенно делятся на, во-первых, компании, являются системными интеграторами и сконцентрированы на разработках и продажах продукции конечному потребителю, во-вторых, на контрактных производителей, которые специализируются на предоставлении производственных услуг. Трансграничные контрактные формы производственной деятельности (как товаров, так и услуг) сегодня растут быстрее, чем отрасли, где они реализуются. По данным Отчета о мировых инвестициях за 2011 год [6], объемы контрактного производства и аутсорсинга услуг в 2009 г. оценивались в 1,1-1,3 трлн. долл. В этой деятельности занято 14-16 млн. работающих в развивающихся странах. Она создает до 15% ВВП в отдельных странах, что обусловливает перспективность контрактного производства товаров и услуг для социально-экономического развития стран мира, в частности Украины.

В предыдущих исследованиях мы подчеркивали значимость контрактного производства для развития промышленной конкурентоспособности страны, однако, на наш взгляд, страна, занятая в контрактном производстве, может столкнуться не только с положительными сторонами такой деятельности, но и с серьезными угрозами своей экономической безопасности. В случае Украины, реальность этих угроз объясняется тем, что сегодня в стране сложилась модель экспортно-адаптивного развития промышленности, которая характеризуется преобладанием слабодиверсифицированного низкотехнологического производства и побуждает страну приспосабливаться к потребностям мирового рынка в пределах имеющихся внутренних возможностей и текущих конкурентных преимуществ.

В целом, экономическая безопасность любой страны предусматривает выделение трех основных ее факторов:

1) экономическая независимость, которая предполагает прежде всего самостоятельность в формировании экономической политики, государственного контроля над национальными ресурсами и государственным регулированием экономики и возможность использования национальных конкурентных преимуществ для обеспечения равноправного участия в международном разделении труда;

2) устойчивость и стабильность национальной экономики, которая предусматривает обеспечение прочности и надежности всех элементов экономической системы, защиту всех форм собственности, создание гарантий для эффективной предпринимательской деятельности и сдерживания дестабилизирующих факторов;

3) способность к саморазвитию и прогрессу, дающая возможность выбора собственной модели развития и способность самостоятельно реализовывать и защищать наци-

ональные экономические интересы, а также осуществлять постоянную модернизацию производства, эффективную инновационно-инвестиционную политику, развивать интеллектуальный и духовный потенциал страны.
Контрактное производство может негативно повлиять на каждую из этих составляющих. Экономическая ситуация в ряде стран, которые являются „контрактными производителями” в различных отраслях мирового хозяйства, указывают на то, что такая специализация отчасти противоречит национальным экономическим интересам.
Контрактная деятельность может нести существенные угрозы национальной экономической безопасности, которые обозначены в Отчете о мировых инвестициях[6] и обобщены нами в таблице.

Таблица 2: Выгоды и угрозы контрактного производства

контрактного производства	экономической безопасности страны
Рост занятости	Неудовлетворительные условия труда местного населения Волатильность занятости
Создание добавленной стоимости и вклада в ВВП страны	Недополучение экономической ренты Специализация на видах деятельности с низкой добавленной стоимостью
Рост объемов экспорта	Рост импорта страны вследствие закупки за рубежом сырья и комплектующих Рост импорта страны в случае, когда компания-заказчик ориентирована на внутренний рынок страны-реципиента Волатильность экспорта
Трансфер технологий и знаний	Неспособность местных компаний «поглощать» технологии Консервация технологической отсталости
Передача лучших социальных и экологических практик	Негативное воздействие на окружающую среду Неблагоприятное изменение социокультурных особенностей страны (структура потребительских предпочтений, ценностей и т.п.)
Суммарный положительный результат: Реализация промышленного потенциала страны и обеспечение экономического роста	Суммарные вызовы национальной экономической безопасности: Потеря экономической независимости; замыкание страны на низших уровнях глобальных цепочек ценности и установка долгосрочной зависимости от зарубежных источников технологий, зависимость экономики от внешних шоков

Для того, чтобы избежать угроз контрактного производства, необходимо разработать и реализовать адекватную промышленную политику. В случае Украины, задача промышленной политики должна заключаться в структурно-технологической модернизации промышленного комплекса и переходе к высшим технологическим укладам. Промышленная политика должна стать действенным инструментом экономических реформ и механизмов, что обеспечит послекризисное восстановление на качественной основе, наращивание потенциала промышленного производства как основы экономического роста в долгосрочном периоде.

3. ВЫВОДЫ

Одним из эффективных инструментов развития промышленного сектора экономики страны является контрактное производство. Однако, чрезмерная специализация страны на подрядном промышленном производстве несет угрозу замыкания страны на низших уровнях глобальных цепочек ценности, означает низкую экономическую ренту, технологическую отсталость, а также рост зависимости - от бизнес-циклов в других странах мира, от решений ТНК о конфигурации и размещения сегментов глобальных цепочек ценности.

Угроза нестабильного экономического развития идет вразрез с национальными экономическими интересами страны и должна быть преодолена путем разработки и реализации адекватной промышленной политики. Современная промышленная политика государства должна учитывать вхождения передовых стран мира к постиндустриальной стадии развития, что придает новые черты глобальному производству, повышает его производительность и трансформирует принципы его организации.

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ВТО: УДАР ПО РЕАЛЬНЫМ ДОХОДАМ НАСЕЛЕНИЯ

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Аннотация: *вступление в ВТО серьёзным образом повлияет на состояние экономики страны, негативно отразилось на возможности развития отдельных отраслей национального хозяйства, уровне дохода населения.*

Ключевые слова: *глобализация, ВТО, рынок труда, уровень доходов, заработная плата*

1. ВВЕДЕНИЕ

Одним из главных событий ушедшего 2012 года стало вступление России в ВТО. Подводя итоги полугодового членства в ВТО эксперты Евразийской экономической комиссии утверждают, что мрачные прогнозы не сбылись, не произошло резкого роста импорта, каких-то видимых катастрофических изменений на рынке труда и т.п.

2. ВСТУПЛЕНИЕ В ВТО: ПЛЮСЫ И МИНУСЫ

Никто не утверждал, что будет легко. Дебаты «за» и «против» членства ведутся с конца 90-хх гг. XX в. И сторонники, и противники понимали, что вступление вВТО в условиях стремительного ускорения глобализационных процессов станет одной из основных проблем экономической политики государства, приведет не только к изменению модели интеграции страны в мировое хозяйство, но и к структурным сдвигам в экономике России в целом. Поэтому уже с первых этапов переговоров о присоединении к ВТО все внимание сместилось в сторону понимания того, что можно и нужно сделать, чтобы издержки на национальном уровне были как можно меньше, а выгоды как можно больше.

2.1. Преимущества, приобретаемые Россией

Среди преимуществ, которые даст членство в ВТО, отмечались следующие: во-первых, российская продукция получит доступ на мировые рынки. Однако за прошедшие полгода наблюдается иная картина. Из-за снижения пошлин прилавки наших магазинов «облюбовали» растительное масло, свинина, колбасы, сыры, сгущенное молоко, рыба и другая продукция из Белоруссии, Латвии и других стран (по данным РИА Новости, ввоз в РФ зарубежного растительного масла вырос на 50%, табачных изделий - более чем на 30%, молочных продуктов - на 23%, свинины - на 16%). Эти продукты потихоньку стали вытеснять продукцию нашего производителя. А ведь с каждым годом ввозные пошлины будут снижаться, а вот субсидии отечественным производителям сократятся. К тому же на поставки наших товаров за рубеж по-прежнему действуют десятки ограничений (отменено только 13 ограничений из 73). Где же обещанный беспрепятственный доступ? В таких условиях сможет ли промышленность в целом противостоять импорту?
Во-вторых, конкурентоспособность наших товаров повысится благодаря иностранным капиталовложениям, которые будут привлечены благодаря созданию более благоприятного инвестиционного климата. К тому же, присоединившись к ВТО, Россия интегрируется в общее правовое пространство, привычное для иностранных партнеров, а перевод положений российской нормативной базы на основу правил ВТО снимет многие из предъявляемых к России претензий, ускорит развитие в стране цивилизованных рыночных отношений.
В-третьих, степень конкурентной борьбы за российские рынки как со стороны отечественных, так и зарубежных производителейповысится.
В-четвертых, Россия примет участие в выработке правил международной торговли с учетом своих национальных интересов, и ее имидж на мировой арене, как полноправного участника международной торговли, сразу вырастет и т.п.
Помимо вышеизложенного сторонники считают, что именно членство России и придаст этой организации статус международной, поскольку наше государство занимает 1/6 территории Земного шара, обладает огромным ресурсным, техническим и экономическим потенциалом, участвует во многих международных экономических организация и влияет на мировое развитие, способна отстоять свои интересы. «ВТО - это один из основных институтов глобализации, а значит - механизм давления сильных держав на слабые. Но Россия уже не слабая страна, как в экономическом, так и в политическом отношении. И, сегодняшний властный тандем будет стремиться к тому, чтобы преимущества России использовать во благо всего общества, заняв достойное место в управляющей системе ВТО». [1]

2.2. Негативные моменты присоединения к ВТО

Противники вступления до сих пор указывают на ошибочность сделанного шага. Во-первых, ВТО – это детище западной неолиберальной экономики. Ее цель не сократить разрыв между странами-участницами, а закрепить существующее положение дел: развитые страны, достигшие в свое время роста благосостояния за счет проводимой

политики протекционизма и государственной поддержки промышленности, должны остаться развитыми и богатыми, а бедные – бедными.
Во-вторых, вступив в ВТО, мы не сможем защитить свою экономику. Это однозначно вытекает как из самих правил ВТО, не учитывающих особенности развития стран, так и из опыта других стран, вошедших в ВТО. «Россия, вступая в ВТО, отдаст иностранцам вчетверо больший объём рынков, чем получит шанс отвоевать у них; в годовом выражении - 90 млрд. долл. против 23, т.е. на один предполагаемый доллар выигрыша РФ от вступления в ВТО придется вчетверо больше потерь нашей экономики».[2]
В-третьих, вступление в ВТО позволит повысить конкурентоспособность продукции, но не с нулевой отметки. Это достижение более высокого уровня уже конкурентоспособной продукции. Низкая конкурентоспособность продукции обусловлена тем, что производительность труда у нас в 4 раза ниже по всем отраслям, т.е. наши предприятия попросту совершенно неконкурентоспособны, поскольку мы тем же числом производим в четыре раза меньше товаров и услуг. Понятно, что именно поэтому у нас огромные издержки на единицу продукции. Поэтому при сокращении таможенных пошлин на импорт наши неэффективные предприятия просто обречены.
С точки зрения конкурентоспособности основных отраслей российской экономики, товары производимые ими, можно сгруппировать по степени снижения конкурентоспособности следующим образом: [3]

1 группа – товары, по которым Россия пока удерживает достаточно устойчивые позиции на международных рынках: нефти, нефтепродуктов, трубопроводного сетевого газа;
2 группа - прокат черных и цветных металлов, товары первичной переработки леса, крупнотоннажной химии и химические удобрения. Однако конкурентные позиции данной группы товаров обеспечены недостаточно надежно, значительная их часть на мировых рынках наталкивается защитные меры (квотирование, заградительные пошлины);
3 группа- товары высокотехнологичного характера, к которым относится продукция военно-технического назначения. Конкурентные позиции этих товаров опираются на сохраняющиеся преимущества российского ВПК, получающего сравнительно заметное бюджетное субсидирование;
4 группа - станки, машины и механизмы, автомобили (производимыеавтокластерами в регионах Санкт-Петербурга, Калуги, Нижнего Новгорода);
5 группа - бытовые приборы, электроника, товары легкой, швейной, обувной и трикотажной промышленности. Она имеет крайне неустойчивые конкурентные позиции с заметным трендом на ослабление.

В-четвертых, право ВТО станет выше российских законов. ВТО не признает трудовое и природоохранное законодательство ООН. Вступив в эту организацию, Россия передаст ВТО право регулировать социально-экономические отношения в государстве. «Законы ВТО написаны и пролоббированы в интересах крупных западных корпораций, которые хотят сохранить свои монополии, патенты, доступ к дешевому сырью и дешевой рабочей силе, открыть себе для доступа рынки стран-должников, сократить или вовсе отменить государственное регулирование, приватизировать все государственные предприятия (в том числе «Газпром»), банки и производство «общественных благ» (образование, здравоохранение, транспорт, энергоснабжение, водоснабжение, объекты культуры), навязать ГМО, вредные для природы и делающие крестьян зависимыми от корпораций». [4]

В-пятых, произойдет значительный отток абитуриентов, студентов, квалифицированных преподавателей и перспективных молодых выпускников из российских вузов, а большая их часть превратится фактически в филиалы иностранных вузов, осуществляющие начальное высшее образование.

В-шестых, страна просто не готова к этому. В подтверждении этого ряд российских экономистов до сих пор приводят следующие аргументы: вопросы стандартизации (или так называемого технического регулирования) пока еще не проработаны на должном уровне (основными причинами называются недостаточное финансирование данных мероприятий и бюрократизм). Это приведет к «разрушению» производств, которые обеспечивают россиян своей продукцией. В качестве примера приводится печальный опыт членства в ВТО большинства стран Латинской Америки, Африки и др. А будет ли соответствовать наше зерно или картофель этим стандартам, и не придется ли нам завозить картофель из Египта?

массовая экспансия дешевой (некачественной) сельхозпродукции из других стран. Одно из условий ВТО – снижение государственной поддержки сельхозпроизводителям и устранение препятствий поставкам сельхозпродуктов из-за рубежа. В европейских странах с более благоприятные природно-климатические условия сельское хозяйство датируется из бюджета на 20%, в США - 30%. В России сумма дотаций весьма скромна – 2%. В 2013 г. они составят 9 млрд. долл., а с 2013 по 2017 гг. будут снижены до 4,4 млрд. долл. [5, 6] Позволит ли это поддержать отечественного производителя и полностью реализовать проводимые и планируемые программы по развитию и модернизации сельского хозяйства?Согласно оценкам, данным международной экспертной группой под руководством Д. Тарра (Всемирный банк), можно предположить, что присоединение России к ВТО не только не повысит уровень продовольственной безопасности страны, но с большей вероятностью создаст реальные угрозы для понижения продовольственной независимости России;[6]

нефтяная, газовая и угольная промышленности будут поставлены под международный политический и экономический контроль. Став членом ВТО, Россия передала транснациональным корпорациям право контролировать наши природные ресурсы. Цены на нефтепродукты, газ в стране резко вырастут до уровня мировых, это вызовет рост себестоимости производства, приведет к дополнительной инфляции и снижению конкурентоспособности на мировом рынке. Однако сторонников рост цен не пугает. Они считают, что ВТО выступает за соблюдение рыночного характера ценообразования, она не диктует цены на внутреннем рынке, поэтому рост цен на внутреннем рынке будет только следствием монопольного характера рынка;

российские банки, к сожалению, не в состоянии обеспечить экономику необходимым количеством финансовых ресурсов. Они сталкиваются с существенными количественными их ограничениями. Так, отношение активов банковской системы к ВВП составляет около 30%. В большинстве ведущих стран 200-300%, в США около 350%. [5]

Подобные различия в совокупности с другими факторами (несовершенной законодательной базой) позволяют говорить об очевидной угрозе экономической безопасности со стороны иностранных банков. Если не принять соответствующих мер, то наша платежно-расчетная и кредитная системы, возможно, будет управляться из мировых финансовых центов.

Однако, сторонники и этот минус обратили в плюс. На данный момент, утверждают они, при установленной ЦБ РФ в июне 2012 г ставке рефинансирования, равной 8%, кредиты выдаются под 20% годовых. Приход же на наш рынок иностранного финансового капитала, позволит улучшить условия кредитования (в частности, снизятся проценты по кредитам), и это будет одним из мощных факторов роста. Для примера, сегодня в Москве на долю банков с участием иностранного капитала приходится около 40% финансовых операций (из них 15% кредитования корпоративных клиентов). Доля зарубежного капитала на кредитном рынке в Чехии составляет 50%, в Польше – 60%, в Венгрии – около 70%. [5] У нас такая ситуация складывается не из-за существующих барьеров, а в силу достаточно высоких рисков и непредсказуемости ситуации на финансовом рынке России. Поэтому вопрос относительно мощных финансовых вливаний остается спорным.

Можно привести еще массу доводов «за» и «против». Конечно, неследует ожидать каких-то масштабных потрясений, поскольку многие условия вступления(открытость экономики, структурные реформы, сокращениенерыночного сектора, снижение административных барьеров для бизнеса и пр.)созвучны с заявленными приоритетами развития на национальном уровне. Бесспорно и то, что присоединение кВТО будет стимулировать запуск механизмов ускоренного решения поставленныхзадач, поиск оптимальной национальной стратегии развития. Но хотелось бы отметить, что только немногие, обсуждая все «за» и «против», удосужились поставить на обсуждение следующие вопросы: Каковы механизмы обеспечения экономической безопасности после вступления? Как играть по своим правилам и при этом избежать прецедентов со странами-участницами ВТО? С помощью каких инструментов можно отстоять национальную особенность? Как отразится членство в ВТО на российском рынке труда и уровнях доходов простых россиян?

3. О СОКРАЩЕНИИ РЕАЛЬНЫХ ДОХОДОВ

С. Глазьев на выше поставленные вопросы ответил так: «Потребительские цены, которые гипотетически должны снижаться, могут на самом деле, вырасти. Еще более реальной угрозой является очень вероятное сокращение рабочих мест и совокупного дохода, которое бумерангом ударит по покупательной способности и, соответственно, по внутреннему рынку».[7] Попытаемся ответить на эти вопросы спустя полгода.

Конечно, за истекший период не произошло никаких видимых серьезных изменений на рынке труда. Это объясняется следующим: во-первых, на наш рынок уже устремились зарубежные работодатели; во-вторых, в течение нескольких лет государство будет продолжать оказывать поддержку ряду отраслей.

Конечно, приток иностранных работодателей это хорошо. В идеале, создаются новые рабочие места, люди будут работать в более комфортабельных условиях, приобщатся к организационной и технической культуре других стран, повысятся требования к нашим специалистам, и это заставит их «не сидеть на месте», а постоянно повышать свой уровень и т.п. К тому же конкуренция на рынке труда заставит российские фирмы бороться за специалистов. А это предполагает, не только повышение оплаты труда, но и использование новых форм организации труда и т.п.

Но посмотрим на это с другой стороны. Вступив в борьбу за специалиста, смогут ли наши компании изыскать средства на повышение оплаты труда, не говоря уж о вложениях в рост кадров квалификации, эргономические нововведения? Конечно же, нет, в тяжелом положении окажутся машиностроение, гражданское авиастроение, фармацевтическая промышленность, сельское хозяйство и т.п.

К тому же появление крупных торговых сетей больно ударит по оптовой и розничной торговле. И этот факт негативно отразится на отечественных товаропроизводителях, поскольку эти сети связаны напрямую с иностранными производителями. Таким образом, возникнет барьер для допуска российских товаров на свой внутренний рынок.

Сокращение числа рабочих мест, усилившаяся конкуренция среди наемных работников, приведет к ухудшению условий найма, снижению заработной платы, а снижение последней, в свою очередь, вызовет сокращение производительности труда.

Согласно данным опубликованным Росстатом, в 2011 г. почти половина занятых россиян имела зарплату менее 15,4 тыс. руб., а 10% – менее 6 тыс. руб., 16% населения находилось за чертой бедности. К тому же «Чистая» заработная плата (официальная за вычетом отчислений на социальноестрахование и НДФЛ) в России составила 25,1% ВВП, тогда как в США - 31,8, в Германии – 28,2, во Франции – 28,3% ВВП. [8]Децильный коэффициент колеблется от 16,7 (Росстат) до 25-40 (расчеты независимых экспертов). Согласно расчетам, приведенным ученых РАН, что при децильном коэффициенте равном 10, ВВП России был бы на 30-50% выше ныне существующего. Беда не в том, что богатые имеют высокие доходы, а в том, что из этих доходов почти не платятся налоги, что они вывозятся из страны, помогая развивать экономики других стран.Так, отток капитала за 1 полугодие 2012 г. составил 43,4 млрд. долл.[4] Из этой суммы около 45% приходится на серый вывоз посредством сомнительных сделок (не возврат экспортной выручки, переводы по фиктивным операциям с ценными бумагами, фиктивный импорт и т.п.). Многие считают, цель этих операций – очистить заработанный капитал от налоговых обязательств, а затем вернуть его для прибыльных вложений, но уже в виде иностранных инвестиций.

К тому же к падению реальных доходов приведет и требование ВТО о сокращении нерыночного сектора экономики. К нерыночному сектору, затрагивающему абсолютно все слои население относится ЖКХ, услуги образования и здравоохранения. Например, тарифы ЖКХ с 1 июля по 1 августа 2012 г. На коммунальные услуги подорожали от 12% до 15%. Этот фактор вместе с ростом цен на отдельные виды продуктов питания и топлива приведет к очередному росту инфляция. Если (по данным Росстата) инфляция в РФ в 2011 г. составила 6,1%, наконец 2012 г. составила6,8%, а на январь 2013 г. 0,97%. [9]

4. ЗАКЛЮЧЕНИЕ

Конечно, Россия не могла игнорировать организацию, которая диктует правила поведения на мировом рынке. К тому же, возможно, именно этот шаг послужит началом второго этапа структурной перестройки нашего государства, поэтому нельзя ждать сиюминутных побед. Для отдельных регионов, где пострадают градообразующие предприятия, отраслей и отдельных предприятийнаступили не легкие времена. Но именно в таких условиях придется сделать упор на рост производительности труда, снижение издержек, повышение конкурентоспособности товаров и услуг. Как показывало практика, в настоящее время это происходит в минимальных размерах.
Для того чтобы потенциальные негативные последствия вступления России вВТО для уровня занятости были кратковременными, необходимаполитика, направленная не на защиту имеющихся рабочих мест, а на устранениепрепятствий на пути перераспределения рабочей силы из свертывающихсяпроизводств в новые, быстрорастущие сектора экономики.
По мнению Е. Примакова,успех того как Россия адаптируется к правилам ВТО, как она будет защищать интересы своего производителя в рамках установившихся правил, будет непосредственно зависеть от государственных финансовых возможностей».[9] В связи с этим обозначились две проблемы:

1) следует ли финансировать дефицит бюджета, и какую часть средств, получаемых от экспорта нефти, нужно направлять в иностранные ценные бумаги. И позволит ли это позволит быть готовыми к возможной второй волне кризиса;
2) а стоит ли такую сумму, получаемую от экспорта нефти, направлять в Резервный фонд, может лучше направить на финансирование расходной части бюджета? По словам министра финансов, за три года (с 2013 по 2015 гг.)предполагается отчислять в Резервный фонд все доходы, получаемые при цене нефти выше 91 долл. США за баррель (в сумме это около 1,753 трлн. руб.).

К тому же не следует забывать о развитии малого бизнеса и его поддержке со стороны государства. Необходимо: во-первых, не просто внедрять инновации и новые технологии, сокращать себестоимость за счет снижения издержек, расходов на оплату труда, оптимизировать бизнес-процессы, но и выносить производства в регионы с менее развитой экономикой, в которых построить производственный бизнес дешевле со всех точек зрения (аренда, зарплата, логистика и т.д.). Во-вторых, улучшать систему управления отношениями с клиентами, развивать новые формы и каналы продаж, внедрять всевозможные гарантийные программы, повышать доверие потребителей. В-третьих, предоставить малому бизнесу необходимые финансовые ресурсы на приемлемых условиях.

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INNOVATION POLICY AS THE FUNCTION OF INDUSTRIAL DEVELOPMENT OF SERBIA

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Abstract: *Innovation is considered a key driver of productivity growth and competitiveness. The introduction of new goods and services, as well as new methods of production and non-technical aspects such as management and marketing, allow businesses to improve efficiency. The terms ''innovative policy" and" industrial policy" refer to different concepts ranging from providing favorable environment for private business up to selected measures of state intervention in the industrial sector in many dimensions. Industrial policy has become one of the pillars of European integration. Research and development are strategic investments that enable companies to achieve long-term development rather than short-term profit maximization.*

Keywords: *innovation policy, industrial development, EU, research and development, competitiveness*

1. INTRODUCTION

Industry, as the key economic area worldwide, has a particular special function in all economic processes of the modern world. In addition, today is more than obvious that the most developed countries express enormous concern for the state of its industrial sector, leaving it to free market activity. Member states of the European Union (EU) particularly confirm that with their active industrial policy.
Industrial policy i.e. the state intervention has become a necessary companion to any effective market economy. In doing so, it has experienced a transformation of targeted and selective policy towards horizontal industrial policy, where government intervention measures apply to all subjects equally. In fact, the horizontal extent of state intervention is directed towards the key factors of economic growth and development, such as infrastructure, education, research and development (R&D), environmental protection, etc. In addition, it is believed that government intervention measures, applied in the industrial policy, must be limited in duration i.e. they have to distort market relations as little as possible after fulfilling their function[1].

[1] Rodrik, D. (2004), Industrial Policy for the Twenty-First Century, CRPR Discussion Paper, No. 4767.; Lall, S. (2004), Reinventing Industrial Strategy: The Role of Government Policy in Building Industrial Competitiveness, TIPS Working Paper, no. 9-2004. Dostupno na: http://www.tips.org.za/files/745.pdf, 15.03.2008

In addition, in theory and in practice, it is generally accepted that innovation, research and development is a key factor in industrial competitiveness, along with the knowledge and entrepreneurship. In this sense, innovations perceive as a foundation for the transition to a society based on knowledge while **innovation policy** has become an important strategic tool for achieving industrial competitiveness and factor in the maintenance and stimulating economic growth.

The idea that **the innovation system** that involves the interaction of science, education and the economy, so-called "research triangle," was the basis for the Lisbon Agenda, i.e. strategy of European Union that relating to the shifting of the Lisbon Agenda into the "most dynamic knowledge economy by 2010" (European Council, 2000). The role of socio-economic and institutional context is crucial because it supports or hinders, speeds up or slows down the research triangle i.e. operation of the innovation system.

Therefore, at the level of the EU were identified the main objectives of innovation policy: stimulating research whose carriers are companies; increasing the capacity of SMEs to absorb technology; efficient financing of innovations; intensification of cooperation between research institutes, universities and companies to promote clusters and other forms of cooperation between companies and organizations involved in the innovation process, encouraging the formation of technologically oriented companies.

In all EU countries, specific national innovation systems and innovation policy models that should contribute to increasing the competitiveness of the industry and they all provide generous state investment in science and research develop. It is believed that the only way to address the market failures that occur due to lack of interest of private investors is to invest in expensive, long and uncertain scientific research.

Along with that, the awareness and concept of **a new innovation paradigm** develops, as the strongpoint of innovation policy whose base encompass innovation as a driver of economic and overall social development rather than scientific excellence. In short, this paradigm is characterized by radical opposition to neoclassical doctrine that science is the sole driver of technological development, and the role of the state comes down to the larger funding of science. In this way, we are abandoning the so-called *linear model of innovation,* inaugurating so-called *interactive model* that assumes that innovation can occur at any stage of the innovation cycle (discovery, prototyping, testing, manufacturing, distribution) and do not necessarily involve scientific research. The essence of the model is in the idea of the mutual interaction and iterations of individual phases that will affect the formation of the concept of national innovation system.

2. NATIONAL INNOVATION SYSTEM (NIS)

The very idea of NISs appeared in the eighties of the last century as a result of criticism of neoclassical understanding of the occurrence of technological change as *external* and *exogenous* processes and by the effects of the free market (Solow, Abramowitz). Followers of so-called endogenous or new growth theory (Romer) try to explain the changes in technology as a result of environmental influences, firm behavior, learning and research.

Although there are several definitions of **national innovation system**, we are going to adopt the definition of C. Freeman, who says, NIS is "*the network of private and public sector which with mutual interactions initiate, import, modify and spread innovation*." **In other words, the national innovation system is a set of institutions that promote innovations**, determined by the local socio-economic environment, culture, and political environment and other the socio-historical factors. This institutional set includes the following major components[2]:

- Scientific research and the education system ("input");
- Innovation and technological capacity of the economy ("output");
- The public administration (government policy);
- Channels of absorption and diffusion of knowledge and innovation (e.g., standards, legislation, communication infrastructure, etc)

Otherwise, the Innovation Movement and the phenomenon of "national industrial competitiveness preceded NISs" in the '70s under whose pressure the linear model of innovation, as obsolete, is replaced by an *interactive model* in which innovation can occur at any stage of the innovation cycle and do not necessarily includes research and development (R & D). Moreover, it was found that R&D cost make up only a small portion of the cost in the development and promotion of technological innovation (30-50%), and most of the cost goes to marketing, product design, pilot production, diffusion of innovation, etc. With the new, interactive model, the science actually loses its monopoly position of "the first starter" of technology innovation and comes in a position to have to defend its social and economic benefits. It was placed in a situation to prove itself through the technology as applied science.[3] In other words, the essence of innovation policy is that it combines scientific research and technological policy with other parts of the system on economic development issues. So, while the scientific and research policy deals only with scientific research (basic, applied and development), technology policy has a mission to encourage companies to develop, commercialize or adopt new technologies. It includes a range of macro-economic, regulatory and other instruments. On the other hand, innovation policy is a cross-functional policy aimed at the creation of the innovation system as a strategic integration of scientific, technological and educational policies with policies in the economic and industrial development. In short, innovation policy can be seen as "an amalgam of scientific, technological and industrial policy."[4]

Just the development of scientific research capacity is no longer sufficient for the emergence of innovation, it is necessary to provide the other necessary conditions for knowledge capitalization, or its transformation into economic value. In other words, a strategic shift in innovation policy is necessary, which is what happened in the EU, which is within the so-called Lisbon strategy[5] defined the need to create so-called *European area of research and innovations*, pri-

[2] Kuhlmann, S. (2006) *Evolution of research evaluation*, Lecture on seminar: R&D Evaluation Course 2006, University of Twente, The Netherlands

[3] Broad, philosophical-anthropological and cultural aspects of this pragmatic orientation cannot be discussed in this paper, although we are aware they deserve considerable attention.

[4] http://www.cordis.lu/innovation/en/home.htmlBDP

[5] This document from 2000, also known as the Lisbon Agenda, aimed to encourage the development of innovation and competitiveness of the EU, which has become conscious of its backwardness in relation to the U.S. Achieving this goal required the preparation for the transition to the knowledge economy

marily through the creation of favorable conditions for the establishment and development of innovative companies. In addition, special emphasis is placed on small and medium enterprises. Moreover, today's innovation policy has become the main tool to achieve strategic competitiveness of industries in all developed countries, especially in Europe, so that there is much more discussions about the so-called, national innovation systems that need to be strengthened.

In general, *the national innovation system* can be continuously strengthened in following ways:

1. Highly-competent human resources, continuing professional development and training of all employees;
2. Strong scientific and research base in universities and research institutes;
3. Development of appropriate technology and business infrastructure to support the creation of innovative companies;
4. Targeted support programs to assist the financing of early stage companies based on knowledge;
5. Strong system of intellectual property protection that would encourage discoveries, inventions, patents, etc;
6. Enabling the tax and credit policies that will accelerate investment in research and development;
7. Better business environment with lower administrative barriers for entrepreneurs and investors, which lowers costs and speeds time to market;
8. Creating conditions for foreign easier technology transfer;
9. Greater mobility of research personnel in the country and abroad;
10. Improving cooperation with scientific Diaspora;
11. Strengthening and expansion of public confidence in science and technology, as well as awareness about the importance of innovation at all levels of the education system, especially through thematic campaigns. This is particularly due to *declining the enrollment rate and interest in careers in science and technology*.

The essence of all these efforts is to reach as many scientific discoveries as possible, and to turn them into successful commercial products. This challenge has been recognized by many governments, not only in the EU, and understands it as their important task. At the same time, they have realized the need to invest in research and technology development, education and innovation, because it is the most effective means of increasing competitiveness and secure way to long-term economic development. However, sometimes there are still doubts whether the government should take an active innovation policy or not, but the dilemma is gradually disappearing in favor of active innovation policy. The most developed EU countries (particularly Finland[6]) have made it clear how important and useful is to have an innova-

and society with the help of better policies (industrial, agricultural, technological, educational, etc.), completing the internal market, greater political cohesion, and above all, the modernization of the European social model and the creation of conditions for growth with an appropriate mix of macroeconomic policies.

[6] In the literature, it is often described as the so-called „Finnish model of technology transfer," which is based on the link between science, technology, industry and education, and technology transfer for the purpose of accelerating technological change that comes into the center of academic interest, but also the political scene in the Scandinavian country. Unfortunately, our technology as the development

tive policy that represents a kind of "amalgamation of scientific, technological and industrial policy." Therefore, innovation policy must be based on the idea that **companies are the main source of supply and improvement of new technology**, and not just a source of demand for innovation and technology. In doing so, the most important goal of innovation policy must be striving for achieving scientific excellence on the one hand and facilitating and accelerating the transfer of knowledge and research results in all forms of industry and entrepreneurship, on the other hand, because it is the only way to increase competitiveness and to enable sustainable growth and increase the productivity of the whole economy.

3. R&D POLICY AS THE FUNCTION OF INDUSTRIAL DEVELOPMENT

Among the key elements of successful innovation is surely **research and development policy (R&D)**, which allows transformation of scientific research into new technologies/innovations and products that are competitive in the market. When it comes to Serbia, the state in this respect is very bad. No excuses, taking full account of objective circumstances (sanctions, wars and so on) may not be acceptable because the specified condition is primarily the result of ''the state of mind" regarding the lack of understanding of the world process of in the field of science, technology and innovation, so as (or more) in terms of narcissistic delusion and belief in some kind of (unproven) own intellectual superiority, some special creativity and innovation that will supposedly would automatically follow. Of course, none of this does correspond with the ''new" global innovative reality in which there are real, embodied and very concrete achievements of the creative ethos of growing, well-organized, brilliantly managed, financially supported, highly motivated, globally networked, professional population of researchers, scientists, inventors, inventors, innovators, designers and other creative people of whom we are, unfortunately, more distant, which we do not understand and who will not have any interest or need to speak with us, let alone to cooperate.

As for the allocation of science and research in our country, the situation is on the verge of disgrace. It is obvious that neither multiple increase of costs, in the long term, will not be able to significantly improve the situation in this area. Existing R&D models must be significantly improved, with the idea that fragmented funds concentrate and to fund only the most promising, highly selected research projects, and not that every project has something which is achieved only by modest economic compensation of economic underestimated researchers, buy fake social peace in the part of the academic community and creates the illusion that talented researchers will stay in the country.

Our opinion is that we should apply all proven and successful models, especially **the public-private partnership model**. It will inspire and increase private investment in R&D, not only within the same company, but also in the independent private research institutions. It is unlikely that we have a varied network of private higher education institutions, and the private research enterprise has not yet been realized. Therefore, for the development of an innovative system of our

variable and subject of research is almost expelled from the non-technical, in particular the economic faculties. Some other topics are in trend these days. During this time, e.g. Finland has grown into a true high-tech giant, which has as many as 99 researchers per 10,000 employees, which in this respect makes it the world leader (Japan has 97, Sweden 91, USA 81, Norway 78, France 61, Germany 60, Canada 58, Italy 33, etc.)

country, the cooperation between industry and the scientific community is crucial, public and private, that have yet to be developed and on whose synergies we should count on.

Table: Objectives, measures and activities of innovation policy in Serbian industry

OBJECTIVE	MEASURES AND ACTIVITIES
Fostering an innovative culture	• Education and training • mobility of students, researchers and teachers • raising the awareness of the importance of R&D • Innovation in management • improvement of the public services • encouraging clusters and their cooperation
Directing research toward innovations	• Strategic vision of research and development • greater investment in strengthening research in companies • start-up companies based on high technologies • cooperation between researches/universities/companies • technological absorption of SMEs
Increasing the number of firms engaged in research and development, strengthening of research and development intensity	• facilitate the establishment of innovative and R&D firms • free renting of office space for 2-3 years • Income tax exemption • interest-free loans for the purchase of research equipment
Support to public-private partnerships in the field of science and technology	• Initial capital of local government • free internet, access to knowledge databases • free fabrication and testing of prototype or production process • free registration of patents
The establishment of an appropriate environment for innovation	• Media promotion of researchers as ,’knowledge champions” • free presentation on innovation exhibitions and fairs
Support and promotion of academic entrepreneurship	• to introduce measures to encourage the commercialization of academic researches • strict ranking of researchers • early retirement of high-ranking researchers
To support mobility between industry and public scientific/ technological networks	• to simplify the circulation of personnel on the relation industry-university-institute • to affirm ,’scientist in the industry” arrangement • greater involvement of industry experts in research projects of institutes and universities
Support to innovative service firms	• Development of software firms • Development of engineering firms • Better protection of industrial property
Attracting foreign direct investments that will be used for domestic research and development	• free usage of equipped construction sites for the construction of R&D facilities • free housing for foreign researchers on joint projects • to stimulate so-called ethno-investment of our Diaspora

Substantially increased investment in knowledge and innovation are just part of the necessary measures to be taken to rehabilitate and improve the R&D segment of industrial policy. Increasing the number of firms engaged in research and development, the intensity of research and development, establishing programs that will encourage private investment in science and technology are also important links in the chain of new value creation in the industry. Improving innovation of the country means to invest in 'soft' investments such as R&D, software, and training, etc. In this sense, encouraging public-private partnerships in the field of science and technology can contribute to the mobilization of the required resources in different modes of ownership. Private investors should be encouraged as much as possible to invest in R&D as a particularly attractive area (for example, because of tax and duty exemptions, privileged interest on loans for research equipment, lower taxes on the salaries of researchers etc.). In some EU countries, there are successful programs called "scientist in the industry", as a form of state support through partial (part-time) employment of researchers at universities and institutes in industrial companies. Finally, it is necessary to develop an appropriate "management information system" that would be used in the public scientific and technological system to follow the achievements in the category of science and technology for their mutual effectiveness and efficiency and thus enable timely intervention and needed redirections.

4. RESUME

Development approach based on the principles of innovation policy could increase the supply and demand for innovation, and facilitate their rapid diffusion, which eventually resulted in the increase of competitiveness of our industry and the entire real and financial sector of the Serbian economy. In this sense, it is necessary to form a national innovation system as a network of institutions, public and private sector organizations that realize various interactions of creation, dissemination and application of innovations.

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INNOVATION, ENTREPRENEURSHIP AND REINDUSTRIALIZATION IN SERBIA

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Abstract: *The aim of this paper is to highlight the innovation and entrepreneurship as key drivers of the reindustrialization of Serbia. Innovations are the ability to create new values based on new ideas, and as such, they are the main factor of enterprise performance and growth of the national economy. Entrepreneurship is also an important factor in industrial growth and the backbone of the development of any country. The spirit of entrepreneurship brings enthusiasm, persistence and the ability to look for entrepreneurial opportunities that lead to success. Encouraging innovation and entrepreneurship is critical to our future competitiveness, economic performance and welfare.*

Keywords: *innovations, entrepreneurship, reindustrialization, industrial development, competitiveness*

1. INTRODUCTION

This paper is a contribution to the discussion about the necessity of establishing *a new economic development strategy of Serbian society* that will rely on **the manufacturing sector of the economy**. Something similar to what some Asian countries have done a few decades ago, and which today are among the most dynamic economies in the world. In fact, this article is a contribution to the discussion about the so-called reindustrialization that is normally spread both in professional circles and in public, but, unfortunately, there was no progression beyond discussion. We hope that in our country reindustrialization or new industrialization, will be widely recognized as a necessary and inevitable process of recovery of the economy and as a means (not the goal by itself) to strengthen its economic and technological performance, especially international competitiveness.

Key factors in this process are the **innovations** because they are a key driver of productivity, increased energy and material efficiency, improved products and services, and creating new markets. In this sense, it is necessary to improve the **entrepreneurial** climate and the overall business environment for investment, and for all that, a new industrial policy is necessary.

Thus, the neoliberal illusion of spontaneous market regulation of these processes must be replaced by an efficient and **new industrial innovation policy**.[1]

2. WHY REINDUSTRIALIZATION?

It is well known that our industry is devastated, technologically backward and has a low competitiveness and low profitability. It is precisely the opposite in developed countries. Industry is one of the branches in which the greatest newly created value is created, thanks to the competitive advantage that comes from superior technologies. If the goals of economic policy are high employment, creating high benefits and high GDP per capita, it is clear that we need a reindustrialization. The long term goal is difficult to outline because it's certainly a knowledge-based industry and high technology respecting the principles of sustainability and some comparative advantages of Serbia. In addition, the battle for reindustrialization should be on several parallel fronts and we see a key role of the state and its **industrial policy**. Industrial policy is understood as a set of measures and instruments with which government influences the change of industrial structure, with the aim of increasing the competitiveness of not only certain industries, but also the entire economy. In fact, the goal of industrial policy is always and everywhere to increase the productivity, profitability and international competitiveness of national industries through the construction of the optimal industrial structure. In addition, it is essential to increase productivity in manufacturing and related services in order to facilitate recovery of the economy, in order to increase employment and renew vitality and sustainability of the economy as a whole and hence social stability of our society. Almost identical goals include Europe 2020 strategy with well-developed active measures of EU member states to support the industrial sector still seen as a key.[2]

Unfortunately, under the influence of neoliberal economic doctrine, the dominance of the financial and service sectors of the economy is obvious, and the overall real sector is exposed to an unprecedented degradation and destruction.[3] The imbalance is of the fundamental nature,

[1] 'Innovative policy is part of the industrial development of Serbia" paper that is also prepared for this conference will provide us with more information

[2] Communication from the Commission Europe 2020, A strategy for smart, sustainable and inclusive growth, European Commission, Brussels, 3.3.2010, COM(2010) 2020 final

[3] This especially applies to the industry, and mostly to the metal sector and especially mechanical engineering. Current trends, such as deregulation, liberalization and technological advances have contributed to the enormous size and importance of the modern financial sector. New technologies have enabled tremendous expansion of "financial products" and so-called financial derivatives. We are witnesses to the fact that new financial products threaten even the classic banking. Alternative forms of savings, funds, insurance, leasing, options, derivatives, futures, etc. increase and multiply ‚credit hug' in which there is a modern economy and the modern world. Troubled development of innovative financial instruments enables high profits, but also multiplies the risks. Since the **financial gap** (bubble) **between real and symbolic economy** is growing, the interest of the public and business spheres is focused on risks. It is only the question of time before the bubble burst and the global crisis of large proportions occur. It is still early to forecast the outputs of the crisis. Our personal opinion is that only a great product innovation (e.g. in the energy field) can pull the world the global economy forward. Everything else is futile patching of ''a balloon".

as the disparity between the limited real sector and a bloated financial sector is very deep. Unfortunately, this gap is every day deeper. In addition, the overall global and financial stability other global issues impact, such as possible climate change, ecology, volcanic eruptions, wars, nuclear threat, terrorism and so on. However, should not be underestimated and one (perhaps the most important), the subjective factor - human greed, voracity, the passion for accumulating wealth, pathological desire for domination, etc.

All this suggests that the reindustrialization is one, if not the only, way out of the current situation, especially in countries that its industry carelessly (naively believing that the development of the industry can be left to chance), irresponsible (bad privatization) unprofessional (neglecting research and development, R&D), incompetent (incompetent staff) or for other reasons (the war in Serbia!) brought to the brink of survival. Otherwise, reindustrialization involves the use of a very high level of knowledge and organizations that present economic elite in Serbia do not have. Especially those that have been buying industrial capacities not because of their desire to improve and increase production, but to get hold of good sites and areas suitable for re-appropriation, resale, etc.

A particular problem is those industry sectors that are formally active, but have disastrous economic results, because of outdated software and technology, lost markets, poor management, etc. Therefore, as a first measure of reindustrialization is necessary to make the change from the practice of funding loss, and most of the funds are directed to finance research and development activities in the healthy parts of the industry. Part of the funds for the reindustrialization can be provided from the proceeds of privatization, then the attraction of foreign direct investments, especially investment by encouraging domestic private savings[4]. In addition, we should not shy away from partial inflationary financing, from the primary issue, when it comes to fast viable industrial projects.

Although the literal translation of the term” reindustrialization” reminds us of the quite acceptable content, especially because of the need of some restoration of torn and economically devastated industries, it should be noted that this term is far more complex and has a multilayered meanings. Above all, it is a term that refers us to the very complex **process of selective modernization of industry** based on **new knowledge and new technologies**, and new criteria of ecology, growing demands for quality products, growing global competition and others. In this sense, our understanding of the reindustrialization is somewhat different from most of the other - reindustrialization is not a goal *per se*, but we see it as a means to sophisticated and strengthen new content knowledge of some old industries (additional analysis will show which branches should be restored, certainly not all!) and all present and especially future ones, embodied, and ‘’silent” (tacit), which derives from the overall experience, vision, creativity, and the willingness and perseverance to achieve success, i.e. penetration in competitive markets. This, of course, cannot be achieved quickly, easily, or cheaply. Nevertheless, it must be patiently and deliberately realized and it is necessary to create an atmosphere of acceptance of such mental re-engineering” or’ ‘radical” changes” mind maps of each individual in

[4] At the local market, this type of investment is very underrated, due to underdeveloped financial market, and due to distrust of domestic investors, so it continues to insist on foreign sources, which are uncritically promoted as saving, so that the political elite measures the success of their work by how they manage to attract foreign investors, which can be quite dangerous because of falling into debt bondage, etc.

our society. If we do not deal with this challenge quickly, we could disappear as a state and as a society!
For all, the reindustrialization occurs as an initial step, the extension is necessary and it will include other productive sectors: agriculture, energy, construction sectors, as well as all other areas of the economy (not just manufacturing) that must be exposed to intense **intellectualization and scientification**. We are convinced that only *aggressive intellectualization* can stop natural, technological and economic destruction of our economy, *demographic restrictions and moral deconstruction* of our society. Therefore, the condition for all that is creative renewal and **a new take-off of all creative potentials**, which will, together with all the natural, physical and social capital to give a new momentum, quality and **sustainability of development**, restore confidence of every one of our citizens, renew hope and shaken optimism and enable growth of well-being and quality of life.

3. ENTREPRENEURSHIP AS A KEY ECONOMIC INFRASTRUCTURE

We believe and hope that eventually will all realize that only the development of the manufacturing enterprise can be in a position to have something to sell and to have ''healthy", that is earned, not borrowed (foreign loans) money, to pay for purchases and then sell more than buying (positive trade balance). In addition, greater number of economists are confident that, together with engineers, must be leaders of some sort of movement for the **restoration of the real economy** and *abandoning threatening awareness it is possible to be economically successful without successful production, to have a strong currency and the weak economy, to be independent and deeply in debt, valued and non-inventive*.
In general, when it comes to **entrepreneurship**, we should be emphasized it is the drive motor and generator of the economic dynamics and progress of each country and its economy. It allows the creation of material wealth, but also many of creative challenges and spiritual and emotional satisfaction of its stakeholders, entrepreneurs, and all other participants in numerous entrepreneurial processes. In fact, real, production, export and innovative entrepreneurship should be seen as a personal obligation to each according to their life and their social community. Hence, entrepreneurship is not and cannot be merely a private matter of some insatiable or similar individuals in the daredevil mood, but a question of general importance for society, its economy, social stability, international positioning, cultural image and so on. Therefore, a company must understand the enormous importance of a good and broad reach of entrepreneurial behavior which profiles the work of a particular culture, stratification of people based on their contribution to the creation of wealth and even the ethics of life that will primarily depend on what, and how much each individual does in the social environment, starting from the place of residence, region, across the state up to the global frame. Therefore, we could say ***the entrepreneurship is not something that you work for, but something you are living for***. It is, in fact, a new economic culture.
If we recall the basic definition of entrepreneurship - *as the process of creating something new, with adding value, and investing time and efforts, with the acceptance of financial, emotional, and social risks, and the rewards of achieving substantive and personal satisfaction and inde-*

pendence - we conclude it is a new way of thinking, decision making and action, driven by a chance, and guided by a holistic approach based on <u>leadership</u>. From this definition, we can clearly distinguish the following four important aspects of entrepreneurship:

- Creating <u>new value</u>;
- <u>Organization</u> (investment of time and effort);
- Taking <u>risks</u> (financial, psychological, social);
- <u>Award</u> (growth) - pleasure, money, independence

Therefore, we can say that entrepreneurship is **the fourth factor of production**, in addition to the traditional three (labor, land and capital). In fact, entrepreneurship is a specific way of thinking (behavior) of the individual, and is not exclusively related to business. It also represents the general ability to identify potential opportunities to be first in something, the best and most successful. It can be accomplished in three basic forms:

1. *Traditional entrepreneurship*, which involves generating ideas, identifying markets and key stakeholders, starting their own enterprise;
2. *Social entrepreneurship*, based on the application of entrepreneurial principles in social life to achieve ''social values" instead of profits, that is, improving the quality of life;
3. *Corporate entrepreneurship*, which is being developed in large enterprises in order to create innovation and new ways of using them to make more profit

However, despite highlighting the general importance of entrepreneurship, in this paper we explicitly opt for favoring productive entrepreneurship, i.e. one that is realized in the so-called real sector of the economy, manufacturing, more specifically, in the industry, especially one that is predominantly based on the factors of knowledge and new (high) technologies. In this sense, we support any investment agreement with foreign partners or foreign creditors. A strong case for such a commitment can be found in the current world economic situation marked by a profound crisis. However, it is necessary to realize the fact that the global crisis in the smallest way hit the countries in which an intensive industrialization is performing, and the biggest problems have the countries whose economy is based on ''a symbol economy", trade, services, exchange transactions and monetary speculations.

Credit, as perhaps the greatest business innovation of capitalist commodity production, contagious spread in our lives and it will be very difficult and probably long-term quitting its irresistible attraction and especially superficial and irresponsible use of credit. Of course, neither is possible, nor it would be useful to exclude credit related to market and entrepreneurial economy, but we should always take into account the volume and level of credit indebtedness. In doing so, we should never forget that creditors constantly require debtors who regularly repay loans. In fact, creditors are living on credit and it is logical they always need debtors.[5]

All this is evidence that ''treatment" must come from **<u>the production</u>**, thus encouraging and even very intense favoring of the key stages of reproduction or chain links. To produce, but

[5] It sounds almost tragicomic when our country gets a foreign credit, which media presents as a particular success of the government and its alleged evidence of great confidence (credibility) with the creditor. As much as the latter is true, so it is not, because it actually talks about the failure of the authorities to avoid the trap of borrowing, and this can only be achieved by effective development of the real sector. Getting the loan that is being spent for mere survival, not for strengthening the economic foundation of society, it is a sad day for the debtor and the happy for creditor who was able to find a client, ready to accept all the terms of the creditor.

what? **''What''** is, in fact, the question of all questions? This is the key without which you cannot possibly ask for and get a valid response to any other entrepreneurial (sub)question.
In this sense, our starting hypothesis can be formulated as follows: a large part of the problem, perhaps the most important - both at the company level and at the level of industries, but also at the level of ''national'' economy - resulting from insufficient knowledge of **what to produce**. In the background are the questions: ***how*** to produce (technology, organization, personnel, education, etc.); **for who** to produce (domestic or foreign markets); **how to produce** (capacity, available markets, competition, etc.); **with whom** to produce (self, cooperation, outsourcing, etc.); where to produce (location, environmental conditions in the country or abroad, etc.), as well as other issues. Due to all this, the reindustrialization has the deepest significance of the economic and social reform.

4. INNOVATION AS AN ESSENTIAL PRECONDITION OF ECONOMIC SURVIVAL

In the analysis of innovation as a phenomenon and the process, a general question of what is ''new'' occurs. It is logical to conclude this is a relative concept, i.e. that something for someone is new, though that is already known to someone else. In fact, it is necessary to observe at least three dimensions: for whom something is new; how much it is new, in the sense that never existed in that form; from when exists i.e. how long that is new. Therefore, we have three points of view of innovation: *the subject, the intensity, and deadlines*. This approach is particularly important in the economic analysis of innovation, while taking into account following dimensions of dimensions of innovation, i.e. when the old product (service) and old technology is changing:

- New products that are produced using old technologies,
- New products that are produced with new technologies,
- Old products that are produced with new technologies

Innovations occur in three ways: as *incremental* (small and gradual); as *architectural* (which significantly renew existing technology) and *discontinuous* (bring a completely new approach)[6]. In addition, it is important to take into account a number of new facts that change the traditional biases and limitations related to innovation:

- **Creativity** is still necessary, but not sufficient: for successful innovation, it is much more important to choose well what and where to innovate,
- **The size** of the company does not matter: more than 1/3 of the great innovations were created and first time commercialized in firms with fewer than 20 employees,
- **Technology** is not crucial: it supports successful innovation, but is not a prerequisite for success,
- **To be the first**, it is not the most important thing - for the market success, the commercialization of is more important than the idea,
- **All can be innovators**: it is already common practice in the world, especially in Asia

[6] M. L. Tushman and C. A. O'Relly III, *Winning through Innovation*, HBS Press, Boston, 1997

Therefore, we start from the premise that everyone can be creative to some extent and that the task of the manager is to create an environment in which it will be possible to convert the creative potential of each employee into operative energy of changes and creation of new ideas. In this sense, it is necessary to encourage employees to change and to experiment with new ideas, some of which will, at least some, would be applicable.

Generally speaking, we can distinguish at least four groups of innovators: 1. a successful entrepreneur who has an innovation; 2. innovator who wants to become a novice entrepreneur; 3. innovator who works with established entrepreneurs, and 4. the largest group make innovators without the entrepreneurial spirit and are distrustful towards potential partners.

It is of general interest for the state to develop support systems for all these groups, and in particular to ensure that many inventors (often awarded at various shows) and become successful entrepreneurs. This will contribute to the transition of our society that is missing - the transition to innovative and entrepreneurial society.

In addition, at this point it is useful to explain another important concept - **an imitation**, that in business has a completely different meaning and acceptability than, for example, in art, where it is not desirable. Certain circumstances (e.g., lack of staff, resources, urgency, market penetration, etc.) can make a company a successful imitator, which incorrectly confirms a high level of personal creativity and inventiveness. Examples of Asian manufacturers of typically western products remind us how to successfully develop and to make profit using the so-called **creative imitations** (T. Levitt), i.e. the ability that the initial idea (solution, design, process technology, the finished product, etc.) is successfully imitated that sometimes exceed the quality of the original itself. This is especially possible in some industries whose intellectual property protection is very weak, which is why a large number of patents can be abused easily in different ways. In a sense, this can be the start of a reindustrialization.

In any case, the innovation spiral cannot be stopped and it is perhaps the obvious evidence of evolutionary ascent of a man as a creative being, beings who can, will and must learn every day and contribute to the current limitations. Because, in the end, **innovations are wins of the new over the old**. Nevertheless, it has never been easy (maybe in a future that will be different!), so it is not now. Innovators-entrepreneurs know that, particularly in the area of material production, whose existence should make us happy and to whom we need to provide any kind of help: from the financial, through organizational, educational, administrative, and every other. The state is in fact the most responsible because it has the most options to do so, of course, in its favor.

In this sense, the state must develop a national innovation policy whose main objective should be focused on strengthening institutions for research and development and accelerating the commercialization of research results, as well as strengthening the technological capabilities of the company. Therefore, it is necessary to establish a balance between the factors that directly affect the strengthening of technological capabilities and activities of the company, on the one hand and those involved in building and strengthening of various institutions for the development and transfer of technology, on the other hand. In addition, the main emphasis in the development of policy should be on mechanisms that help firms and allow them their own investments in technology development. Within this approach to strengthen policy, aimed at businesses, the emphasis should be on encouraging and facilitating various forms of collective actions that involves groups of firms (clusters).

5. RESUME

Entrepreneurship, as the process of creating something new by investing necessary time and efforts, assuming the accompanying financial, physical and social risks, and accepting the appropriate reward in money and personal satisfaction and independence[7] is a great chance for a desirable reindustrialization as a complex process of deep structural change of our economy and society as a whole. ***Innovativity*** and entrepreneurship can only revitalize our economy; make it more effective, more competitive, and richer. For that, we need new people - entrepreneurs - innovative, courageous, persistent, patient, dedicated to their goal and above all, honest people - that is, true entrepreneurs that we have been missing. However, there are many, all around us, and it is our duty to constantly discover them, encourage, teach, and support in their business endeavors. Society as a whole will enjoy the benefits.

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THE ROLE OF KNOWLEDGE IN THE DEVELOPMENT PROCESS OF COMPETITIVE ABILITY OF DOMESTIC COMPANIES ON THE GLOBAL MARKET

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Abstract: *The constant movement of the market and speed has become the main factors of business enterprises. In order to maintain and enhance the competitiveness it is essential to work constantly on the implementation and improvement of the new techniques and activities on modern business methods. The main factor underlying the new model of organization management is knowledge. The basic imperative of modern economy and crucial global competitive factor lay in continuous improvement of knowledge and work productivity. The application of modern management techniques is an essential precondition for the success of business in general.*
Key Words: *competitiveness, management, business subject, quality, knowledge*

1. INTRODUCTION

In the last twenty years there have been established new conditions. There was a rounding of the globalization process. Political globalization has influenced the creation of new competitors on the market, taking into account mainly newly-industrialized countries, as well as countries that have successfully completed the process of economic transition. After the fall of the Berlin Wall a new market economies were created and they have become competitors to traditional leading economies of the world, and Japan won the competition in China, South Korea, India and Indonesia.
Competitive conditions have changed, and in terms of elements that enable companies to successfully fight on the market. Quality is imperative, and it is based on the continuous improvement of business productivity. Quality is given by the management of the organization as a market concept, which creates conditions for achieving business excellence. Improving

the quality of business operations is the basis for the improvement of other factors that affect the competitiveness of companies internationally. The success of the company is significantly associated with incorporating the concept of quality which enables competitive advantage. In addition to working on the implementation and development of the concept of quality, the company that wants to achieve business results based on the actions in the international arena, has to improve the knowledge of their employees, particularly executive management, as well as to apply modern management techniques. It is important to have in mind that "unlike physical goods, knowledge is not destroyed in consumption; its value in consumption can be enjoyed again and again. Therefore, we can say that investments in knowledge multiple through distribution of knowledge". [1, p. 62]
Emerging conditions have shown that large corporations, burdened with unnecessary bureaucratic administration and management are losing the race against the smaller and enterprising Corporations, especially those that come from the newly industrialized countries of the world, where it is operated on the basis of lower costs.
The main problems that arise in the process of organizational management in the countries in transition are as follows: failure to adopt modern management logic, lack of understanding of the process of an integrated approach to organizational management, marketing misconception, inadequate treatment of investment in marketing, organizational structure problems, insufficient speed of adoption of new trends, methods and techniques in management. Domestic companies are still in the initial stage of implementation of modern management techniques and principles, not all of them, but only those who have successfully completed the process of transformation. The Western Balkan countries are an obvious example of how the cumulative effects of the global economic crisis and recession transitory negative impact to both, economy and the competitiveness of individual businesses. The way out of this situation lies in the improvement process driven.

2. NEW MANAGEMENT PARADIGM

Taylor realized that management is required for incursions intellectual leaps in the long jump. Modern business organizations are facing such a leap. According to Adizes, management must be proactive to change and synchronize subsystems. This makes the organization strong [1, p. 32].

Modern understanding of management is influenced by the global economic crisis in 2008. Years of appropriation of management techniques at the moment global crisis could not provide practical answers to the question of market survival. The problem lies in the fact that large corporations were unwieldy bureaucratic, burdened with unnecessary administration and turned only its own profits. This situation might not take long, and that did not happen to the global economic crisis, it would become a problem expressed in terms of the lack of competitiveness of companies from developed countries to the industrialized countries of the competition - only companies from industrialized countries during this crisis showed that the vitality. The problem of competition and the establishment of a new model of competitive advantage is essentially a problem that is only further demonstrated during the global economic crisis.

New realities require new organizational and management skills. During a paradigm shift companies are changing and restructuring to make their lead for. Improving knowledge directly affects the productivity improvements and business, which affects the quality improvement business, which results in a better competitive ability.

Corporations are doing business in the global economic crisis. In times of crisis, maintaining stable financial flow is important. Cash is the most important - so it is well to keep cash and reduce costs. In the long term, it is necessary to preserve human resources in order to overcome the crisis. On the other hand, even before the crisis in 2008, one important part of the corporation coming from developed countries in the world had problems with competitiveness, especially in comparison to those corporations that come from Southeast Asia, primarily China. Thus, the problem is more systemic in nature and they are even more emphasized by the effects of the global economic crisis. Problems become more systematic. According to some beliefs, systemic problems require systemic solutions. Therefore, you cannot solve the crisis by releasing 20% of your employees - it resembles mote the liposuction [1, p. 78].

According to some beliefs [2, p. 171], by 2020, to the two groups of companies will have been allocated. The first group of companies will be organized on the model of theater companies – they will gather and have already competence and capital together to fulfill a specific task, and their life expectancy will depend on the founder of the project. Most of them will disappear along with its founders and their employees will be paid temporary workers to perform the particular task. They will fall apart after they have carried out one piece - a product or several products.

Companies that would fall into the second category will be less frequent and permanently organized on the model of circus or film studies, or the name, project, or story. It will consist of more troops (temporary workers, who will constantly rotate each other) and their performances will run to where the market is located. The first of these quality companies that will be in every season other products shall be offered. These companies will be the company conglomerates which essentially belong to the first group of companies - corporate theater company. The main activity of these conglomerates will be the brand.

On the other hand, the main financiers of the future will not be the banks, but insurance companies. The crisis in 2008, showed shortsightedness of investment banks and inadequate behavior according to the requirements of the 21st century. Therefore in the future, the financial market and the market in general insurance companies will have primacy. Insurance companies will become majority owners of major conglomerates and companies from other groups, which are organized on the model of the circus, and film studios.

Even today the outlines of the second group of corporations can clearly be discerned - large conglomerates, which mostly come from the U.S. markets - AIG (insurance), Disney, Whirlpool, Pearson (Education), Wal-Mart, Eksnon, Microsoft, Boeing, Nike, Motorola, Coca-cars, and a few come from Europe - Nokia, Oreal, Nestle, Mercedes, etc.. Logically, most of the companies in this group in the future will come from China and India, Brazil, Mexico, Russia, etc. In the view of Athaliah [2, p. 111], the two will dominate the industry - already dominate - the global economy - insurance and entertainment. On the one hand, to protect them against risk, rational market participants in the game will increasingly insist on insurance.

3. KNOWLEDGE IMPROVEMENT AND DEVELOPMENT OF COMPETITIVE ABILITY OF DOMESTIC COMPANIES

Most domestic companies are insufficiently competitive on the global market. Only a few local companies can successfully perform in the regional business environment. Global analysis of innovation and competitiveness points the embarrassing facts when it comes to companies from Serbia. The lack of business productivity and innovation of local companies comes not from technological aspects of the business, as much from a lack of productivity knowledge of local executives. This is true for most of the companies that come from countries in transition. According to the accepted opinion, [3, p. 197], the main problem is the lack of competitiveness of domestic firms, which occurs as a result of low productivity and lack of business application of new technology and knowledge.

In order to come to conclusions about the need to apply modern management methods and techniques in the process of improvement of domestic companies completed the study. The study involved the analysis of views of experts and managers of organizations (pattern projected 50 units) with respect to the above defined problem and performed in the period from January to June 2012, on the territory of Serbia, in order to obtain the opinion of enterprise managers on the application of modern management methods and techniques in local business organizations.

A large number of respondents, 66.7%, said that the organization in which they work can be characterized as an organization that applied modern methods and techniques of management, while 33.3% think the opposite. Of the respondents who feel that their organization applied modern methods and technology fields of management and the largest number, 42.9% of them mentions the methods and techniques of strategic planning, 23.6% of marketing information system, 14.2% of the development of innovative activities, human resources 4 , 7%, 4.7%, time management, management rational resources 4.7% [4].

Respondents rated the organizations in which they work in relation to the **technological level of the organization and the level of competitiveness of the organization**. Gathered results are given in Tables 1 and 2.

Table1. The Evaluation of the Technological Level of the Organization

Rank	The Evaluation of the Technological Level	Respondents' response
1.	Satisfactory	60%
2.	High	24%
3.	Average	16%

Table2: The Evaluation of the Level of Competitiveness of the Organization

Rank	The Evaluation of the Level of Competitiveness	Respondents' response
1.	Satisfactory	60%
2.	High	20%
3.	Average	20%

As the main **factors to improve business** analysis the managers point the following: training employees - 21.3%, increase business productivity - 17.7%, improving information business base - 17.7%, improving the quality of business - 13.5%, the internationalization of domestic companies - 9.9%, based on **the development of local business organizations includes the following elements**: investing in employees - 22.4%, investment in equipment and technology - 18.8% investment in the development of new products and services - 17.3% investment in staff training - 12.6% investment in administrative office building - 11.9%.

Essential elements for the development of competitiveness of domestic business organizations are: improving business productivity - 21.3%, permanent improvement of the management and employees - 18.4% investment in the development of national brands - 15.4 development of entrepreneurial culture in business - 14, 7%, creating strategic alliances - 9.6%. As the **main obstacles in the development of the competitiveness of domestic firms** can be observed the following: lack of financial capital - 20%, lack of knowledge - 18.6%, outdated equipment and technology - 15.9%, insufficiently stimulating business environment - 13.1%, inadequate use of modern methods and techniques of management - 12.4%.

According to research results, **methods and management techniques** to be applied in the domestic business of the organizations are:

- Database Management 18.4%,
- Quality Management System – 17,6%,
- Corporate Social Responsibility – 17,6%,
- Relationship Marketing- 16,8% and
- Benchmarking – 12, 6%.

The need for the implementation of these management techniques, according to the managers of local companies analyzed, substantially corresponds to generally accepted theoretical views on the restructuring of the business functions in the modern organization and provision of special strategic importance of the marketing function, and quality of research and development. The primary purpose of any business management functions, especially those functions that are associated with the enterprise strategy, consisting of information - good information enabling successful business action. Information itself has value, knowledge translates into market power. The quality management system is a fundamental tenet of building integrated management system - quality is the basis of competitiveness of any organization.

The quality and productivity are interrelated - when improving quality, and improving the productivity. Corporate social responsibility has become an imperative of the modern business, because it takes into account the demands of interest groups and incorporates them into the business policy of the company. The modern corporation has to be responsive corporations. Benchmarking is essential for continuous analysis of the competitive position of organization.

The largest number of respondents, 75% stated that their organization has implemented a quality management system according to the requirements of the international standard series ISO 9000. The organizations that have introduced quality management system according to the requirements of international standards ISO series 9000, only 30.4% of developing integrated management systems. These data fully reflect the state of the local companies that are financially weak and resources and who have neither the funds nor the strength to develop quality and integrated management systems as a prerequisite to achieve business excellence.

The other point of view, most of the managers, the 66,%, according to the domestic market, there are local organizations that can be characterized as a business executive, while here they probably had in mind the importance of these organizations in the national and regional frameworks, but and global frames. If they made sure the global market, you may not be able to find a company that would be characterized as a business executive organization.

4. CONCLUSION

Obsolete models of organizational management are replaced with new, more sophisticated models, which are adapted to modern market conditions. The future belongs to those business organizations that were the most resourceful, innovative and flexible. The global economic crisis has shown that these are mostly business organizations from newly industrialized countries such as China, India and Brazil.

Domestic companies have to base the internationalization of business on the application of international experience, international standards and internationally accepted business practices. The process of internationalization of business has to start, but in the domestic market on the basis of the fight with international competition. Therefore, it is necessary to apply those management techniques that **emphasize long-term commitment to competitiveness**. Methods and techniques of management that are local leaders noted as necessary for the successful operation of the present research, are based on knowledge. New management paradigm on a global scale is based on the process of improving the productivity of knowledge. **Database management** ultimately comes down to the production and storage of information for management decisions and the information is harvested in motion. **Relationship marketing** includes the ultimately knowledge management. Marketing is a key tool that makes knowledge productive. **Benchmarking** technique involves learning from others' experiences, primarily those best. **Quality management system** in its essence involves the need for constant improvement in productivity of knowledge, primarily through quality education. **The concept of corporate social responsibility** involves learning about the needs and requirements of other stakeholders in the business environment. Question of the application and development of modern management techniques given in the model is the issue of achieving, maintaining and improving the competitiveness of domestic enterprises.

Emerging business conditions, defined by joining human society into the information era, require such people who have to represent the successful synthesis of **knowledge, skills and attitude**. This three-dimensional approach was influenced by the modern way of doing business. The individual must satisfy a wider range of properties that can successfully respond to the task imposed by the company as an organization. In order to successfully operate their business, all employees, especially managers and marketing professionals, are required to **establish a series of relationships internal and external nature** in relation to the company as a business entity. They have to establish contacts and relationships within the company and in an environment that will be effective from the standpoint of business. Executive Education for the successful application of modern methods and techniques of management is the most important factor in the establishment of a new management model.

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CIVIL RIGHT TO DECISION MAKING IN SERBIA-MODERN WAY TO LOCAL SELF-GOVERNMENT[1]

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Abstract *The paper points out the great importance of citizen participation in local government and their right to local self-government that they guarantee the Constitution of the Republic of Serbia in the year 2006. It analyzes the basic solution contained in the Constitution and laws of the Republic of Serbia that govern local government. The first part deals with the growing importance of citizens in decision-making levels of local government, as well as the scope and importance of action from the perspective of common citizens' needs, and developing democratic awareness of belonging to a community. The central part of the work is based on the need for citizen participation in decision-making and participation in local elections and political life of the local community, as well as a more pronounced right of citizens to better quality of life in local government. In particular, it shows how the real power of the citizens to decide in local government and is it today preferred in local government to develop a direct or indirect democracy*

Keywords*: local self-government, citizens, citizen participation, direct and indirect democracy, making decisions*

1. INTRODUCTION

For this area is in Serbia not paying much attention now, mainly due to lack of awareness among citizens that can make a difference within the local government system. The paper is to show the willingness of the citizens of Serbia to make the decision to become a citizen obligations in every community in Serbia, as well as how great the role of citizens in the election of local authorities. Because of that people need to know that your needs and requirements can be achieved only participation in decision-making at the local level. Citizens themselves

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should understand that they have the right to local self-government, have the right to make decisions, that they were all guaranteed by the Constitution and that it depends only on the further development of local self-government in Serbia. Analysis of citizen participation in decision-making at the local level enriches the picture of the progress of political life in Serbia at the beginning of the twenty-first century

Republic of Serbia as one of the countries that are in transition, which ruled for decades-party system, many democratic institutions and development institutions have not reached what citizens expect, because today Serbia, when it comes to local government, late to developed Europe countries and the world. The structure of our society is still weak democratic potential, which is also a problem in other countries that are in a transition phase, and which have failed to meet their full potential and benefits that at one point in their history had.

Not inconsiderable difficulties in studying this matter is the fact that in these states, local governments and participation of citizens in decision-making for decades seen as a marginal topic political, legal and economic research. It is believed that this is so, because all of the participants and events in the local communities are often treated as only one aspect, namely as a central backup policy in no way affects the changes that may occur in the governing policies of a state. The best indicator of all the foregoing is consistently low turnout in local elections compared to elections at the central level. This is not just a problem for Serbia, but also of other countries, even the most developed. In order to increase the interest of citizens in local elections must be the right way to improve the awareness of citizens about their participation in decision making at the local level.

Surely that Serbia failed to adequately nor appropriate speed has reached the level of developed countries in Europe. The main reason for this lies in the lack of a local tradition, and therefore the state has failed even to develop fully, and many of the democratic principles, especially now that the necessary decentralization would bring great benefits to it and all of its citizens. When we talk about the country and its local government must critically evaluate her of characteristics for predominantly underdeveloped pluralistic civil society, social differentiation, state secrecy and many other problems that have led to local authorities in Serbia do not reach the level which the local government has the developed countries of Western Europe.

2. CIVIL RIGHT TO DECISION IN THE LOCAL GOVERNMENT OF SERBIAN

Today, none of political research can not be efficient if it do not use the methodology of many related sciences, such as law, sociology, economics, history, geography, psychology, philosophy, statistics, mathematics and many other disciplines. That's why today's science is not a single topic that one branch of science that can be independently studied, but there has to be constant cooperation of many related and unrelated science in order to efficiently study a particular phenomenon.

We can now, after a pronounced historical distance, identify a number of reasons why the authors who deal with the local government debate pessimistic about the current, very important topic. However, one of the most common reasons is that, according to many, everything

that happens at the local level is not a very important and does not affect much on the development of decision making people at the national level, which is much more important to the citizens at the grassroots level, and it is Perhaps one of the biggest problems that all of us, as citizens of this country have to solve.
The question is what is it that hinders citizens in their right to local self-government to the extent that they are guaranteed by the Constitution in the year 2006. It is believed that the current level of development of local government there is not enough of awareness of citizens of their right to local self-government and their right to make decisions about important issues related to the realization of full democracy and the welfare of citizens at the local level. What is encouraging is that citizens had a genuine desire for participation in decision-making in local government, as well as the growing concern of citizens to realize their right to local self-government. And the very citizens it is clear that the involvement of local government in the most efficient way to provide better conditions for a better life in a local unit.
What the citizens of the Republic of Serbia had to adopt EU citizens is to be constantly put pressure on local authorities to make it largely achieved their interests in the most expeditious manner possible. The aim of exercising the right of local self-government and citizen participation in local elections is to be changed by the local authority interests of local communities and citizens because it believes that the citizens of their direct and indirect participation in local government provide a normal and comfortable life in a community.
The main result expected from our research is the knowledge that is necessary to find a constitutional and legal solutions for smooth decision-making in local government, for the common benefit of all those who live in the local community. The justification of this research is mostly reflected in the fact that the permanent participation of citizens in decision-making and increase efficiency in the work of democratic local governments. This shows that the democratic legitimacy and local authorities desirable characteristics of the political system in Serbia, which contribute to strengthening awareness about their primary role in the local community.
The fundamental problem of local governments is that the number of problems they can not solve alone, but to a large extent necessary and important help from the state, primarily in the creation of a legal and economic environment. In the past 20 years have changed the four laws on local self-government, which indicates that the local government in certain periods of development was an important part of the political and legal system in Serbia, which is one way or the other constantly had its ups and downs.
In the beginning, when there was no localization of the life, no local government has not been restricted., Which consequently, no way was appropriated from the general concept of governance. Thus the notion of self emerges as the logical counterpart to the administration alienated, and the concept of local self-government as a counterpart to the central alienated, centralized administration[2].
However, although in many countries, especially undemocratic, local governments have to date not yet reached a respectable level, it does kind of justify their existence in these countries. She's strong, and in such states, survives as an eternal companion of public administration, including its element, with which it overlaps in some way or stick. "There is no country

2 Marković Dragan, Lokalna samouprava, Institut za političke studije, Beograd, 2007, p. 6.

in the world in which the central authorities themselves regulate all social relations on the whole territory."[3] Nor is this state in any preferred their system .
Needs of the population are those that occur as common people, because of the fact that they are permanently inhabited, and only those activities that contribute to the satisfaction of, and not for any other needs[4]. Therefore, the local government and become such as we now know, as an ordinary citizen can not meet all their needs individually, but must have a continued support of society and the state in which he lives.
In most modern systems of local government, local democracy is structured as a combination of direct, representative and semi-indirect, where the municipal assembly as the representative body is the most important organ that controls and decides on matters of local jurisdiction and choice of aldermen is the most important form of local democracy[5]. Aldermen are elected on the basis of universal, equal and direct suffrage. A alderman can be elected every citizen the right to vote, which resides in the municipality.
Once citizens have greater opportunities to influence decision-making in their local community, and developed a local government. And if the local government has developed it can be considered to some extent that society is democracy and this country has reached a remarkable level. Thus, we conclude that in addition to the citizens, the state should be the one who has to constantly contribute to the development of local government in many different ways. First thing in every country should be governed by the local government is to be raised to the level of constitutional principles. But that's not all, and I do not mean that, if so, that the local government is at the desired level of development. The most effective evidence of development of a local government is constantly improving the rights of citizens in local governance and participation in decision-making in the local community. This is what most contributes to strengthening the democratic character of a society
In every country in the world, it was a one-party or multiparty not allowed to ease the citizens to organize themselves in to a unified movement for the expansion of local government, as well as for its efficient development. In these systems both parties generally harder and work to win and maintain the political monopoly which largely destroyed the local government and its effective development slows.
By the foregoing we find that inter-party struggle for power is a huge obstacle for the development of true democracy and local government. And the only way to overcome this particracy is development of true democracy[6]. The most important requirement for a true democracy is the abolition of political monopolism, which leads to free political organization and activities of citizens with equal participation in the political agreements and social decisions. So we can say that the political and social equality of those qualities that are the essence and core of any democracy and also the local government.
To each local government to develop a true and democratic manner, it must be organized as a direct power of citizens, free from party and bureaucratic monopoly. These monopolies

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should be abolished, a political party in a democratic organization and operation of a fully equal footing with other forms of self-organization of citizens[7]. However, this is not easy to achieve direct rule of the citizens, although by some states there are indications that this desire in his power to a particular form developed at the local level. What brings us more and more to the conclusion that an independent citizen should be the main factor of development of a local community, not the political parties and other political organizations in all that they see some of their personal interest that at least the freedom and rights of citizens and also their participation in decision making bodies of local self-government

What he seeks is within each local government is that apart from the citizens, and the local community to become its exclusive carrier, with the aim of some of its elements is independent of the state and its agencies, as well as many other organizations, be they political, military or NGOs. Therefore, it must have its own power source, which is related to the important questions of life of citizens.

The local authority who are those jobs that are of direct relevance and interest to the residents of a particular area. These jobs are mainly local significance, because it related only to a particular village, town or a narrow area and they concern only those citizens who live in the territory, not those who live in other communities. Because some of the local communities in which there is a strong presence of citizens in decision-making experience much greater prosperity and better exploit their constitutionally guaranteed right to local self-government. Each local community is trying to regulate and realize the interests and pleasures of all those citizens who live in that area.

Local government is created and works best in real communities where there is a high degree of cohesion, integration and intense social and individual communications[8]. However, none of these factors is not easy to study, because each unit has a local system of these factors is different from other local units, ie. There are no coincidences. Therefore it is considered that the study of local government is one of the most complex and difficult issues of constitutional theory and practice.

Since we are in the paper several times reminded of how the citizen and the most important basic subjects of local communities, we must also address the fact that they are citizens, according to the law, and responsible for the situation in the local unit. Although their participation in local government largely depends on the nature of state power and the decentralization of the governed, we can not help but notice that the citizens should still have a major role in the management of a local community.

Citizens’ awareness and knowledge about the original jurisdiction of the local authorities, the inalienable rights of citizens and local communities on these issues to the sovereign and to decide when this should only take into account the common good, the constitutional and legal framework, are an important basis for strengthening local democracy and democracy in general[9] . In the previous sentence, we can see that all the actions of the citizens must be in accordance with the constitution and the law. Thus no local unit is not its statute that regulates

[7] Ibid, p. 423.

[8] Subotić Dragan, *Modeli organizovanja i upravljanja u lokalnoj zajednici*, Politička revija, Institut za političke studije, Beograd, 2008, p. 450

[9] Đorđević Snežana, *Lokalna samouprava*, Centar za slobodne izbore i demokratiju, Beograd, 2002.

an area if it is not in compliance with the Law on Local Self-government, or constitution of the state.

Since we have found that citizens are getting bigger and stronger attitudes towards participation in local government is set and then a very topical and important issue. How and to what extent the government boost the possibility of participation of citizens in government and public policy, compared to the previous legislation, analyzing specific forms of citizen participation in government, or in the preparation and adoption of strategic documents in certain areas crucial to the functioning of the local government (referendum , national initiative ...)? The citizens of Serbia have always had less developed political culture when it comes to local governments in the developed countries of the world. The best evidence for that is the number of direct forms of citizen participation in decision-making that is in our history and local government decision-making is minimized. In some countries a year to maintain and fifty referendums, popular initiative and other forms of direct democracy. This institute is still foreign to us, and we should now leave tradition, and abstinence, but must be constantly introduced numerous innovations and useful for political decision-making, in particular to work on new laws and ratification of European treaties and charters that led to an increase in civil liberties and their right to local self-government.

But today there are many controversies about whether the acceptable direct or indirect democracy. So today, in many countries, a new form of citizen decision-making reached its zenith and it's direct democracy. Direct democracy is a combination of the two above-mentioned democracy, and it is a democracy where the people reserve to themselves making important decisions without the participation of the people. Throughout history, there was a large number of direct popular participation in government, and now they kept the four most important, namely: national initiative, referendum, plebiscite and people's veto. However, the two most important forms are national initiative and referendum, since both institutions of direct popular legislation. A direct forms of decision-making and participation of citizens in local self governance and local government unit of the Republic of Serbia are: the citizens 'initiative, citizens' referendum.

Although in theory a lot about all these forms of decision-making, we can nottell about it but to regret notmentioning the influence of citizens in decision making through public initiatives, referendums and citizens' meetings is underdeveloped because they are little used in practice. For this situation largely blame the local authorities for there is no developed strategy for increasing and improving the quality of civic decision-making, as well as the assumption of better work and management. The participation of citizens in decision-making is very important because it strengthens democratization and legitimacy of decisions. That is why a lot of work in Serbia at all these factors, in particular the strengthening of civil society and non-governmental organizations, with the objective to fight for a strong position of citizens in decision-making at the local level.

3. CONCLUDING REMARKS

As the state of Serbia and its government must pay attention to the participation of citizens in decision-making, and in particular on the development of direct democracy, because only

then can we say that the effective development of local self-government possible. Thus, the subject of our studies in the future should be the local government as a form of essential expression of direct democracy, which is therefore the best indicator of the development and implementation of effective local government.
An important issue of local self-government is that the people have not been able to clearly separate the behavior of the local and national level. So many times the behavior of citizens at the local level in some of the political process is only a reflection of the behavior of citizens at the central level. It is believed that the local citizens through elections tend to express support or confidence in the national government, which in most cases this is true.
An important conclusion which we obtained in this work is that there must be an obligation to the citizens of each state to facilitate the realization of their interests in the easiest way possible. And the most effective way to do that should be public participation in decision-making in local government of the Republic of Serbia. That's what the citizens themselves should enable the realization of their fundamental interests.
The main result expected from our research is the knowledge that is necessary to find a constitutional and legal solutions for smooth decision-making in local government, for the common benefit of all those who live in the local community. The justification of this research is mostly reflected in the fact that the permanent participation of citizens in decision-making, increase efficiency and democracy in the work of local governments. This shows that the democratic legitimacy and local authorities desirable characteristics of the political system in Serbia, which contribute to strengthening awareness about their primary role in the local community

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АДАПТАЦИЯ МОЛОДОГО СПЕЦИАЛИСТА В ОРГАНИЗАЦИИ

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Аннотация: *Подвергаются оценке особенности профессиональной и психологической адаптации специалистов. Анализ ситуации по выбранным критериям проводится с точки зрения молодых сотрудников и их руководителей.*

Ключевые слова: *профессиональная адаптация, социально-психологическая адаптация, молодой специалист, руководитель, критерии адаптации, эмоциональный подход, становление конкурентоспособности, трудовой потенциал.*

1. ВВЕДЕНИЕ

Включение личности в трудовые предметно - социальные и психологические условия – сложный процесс, успешность которого зависит от ряда объективных и субъективных факторов. Профессиональная и социально-психологическая адаптация – это освоение молодым специалистом новых функций, которые могут осложняться как вследствие неопытности сотрудника, так и по вине самой организации. Здесь необходимо учитывать такие компоненты как условия труда, оплата и стимулирование труда, содержание трудовых операций, сплоченность коллектива, психологический климат, общение после трудового дня. Коллектив с первого дня будет оценивать профессиональные качества молодого специалиста, успешность или неуспешность первых шагов, руководствуясь общепринятыми показателями.

2. АДАПТАЦИЯ МОЛОДОГО СПЕЦИАЛИСТА В ОРГАНИЗАЦИИ

Критерии профессиональной адаптации – освоение тонкостей работы, понимание специфики отдельных ее звеньев, укрепление и приобретение необходимых навыков, а также выполнение норм, показателей качества продукции, услуги, отсутствие нарушений в рабочем цикле, трудовой дисциплине. Профессиональная адаптация зависит от индивидуально-психологических особенностей специалиста.

Критериями психофизиологической адаптации могут служить медицинские показатели состояния и работы всех органов и систем организма, скорость возникновения утомления и восстановления работоспособности, быстрое освоение режима работы, привыкание к санитарно-гигиеническим условиям, эргономике. Иначе говоря, выявляется приспособленность к ритму работы на уровне организма.

Социально-психологическую адаптацию характеризуют взаимоотношения в коллективе, удовлетворенность своим положением, мотивация на достижение производственных целей. Это мини-социализация в небольшой группе. Здесь большую роль играет психологический климат коллектива.

Естественно, критерием адаптированности может служить также сравнение поведения, состояния, профессиональных навыков молодого специалиста и сотрудников, работающих уже не первый год [1].

Как поведет себя начинающий специалист, насколько быстро он почувствует себя уверенно, какое время ему понадобится, чтобы научится активно использовать полученные теоретические знания на практике? Все эти вопросы требуют изучения и анализа.

Чтобы определить психологический и профессиональный уровень подготовки специалистов, в течение трех лет нами проводился мониторинг адаптации студентов на предприятиях сферы сервиса. Анализ ситуации по выбранным критериям проводился с точки зрения молодых специалистов и их руководителей.

Результаты исследования приведены в таблице 1.

Таблица 1. Результаты опроса молодых специалистов и руководителей

	Показатели адаптированности	ж	м	ср	рук
1	Желание проводить на работе по 8 часов	3,9	4	4	-
2	Способность руководить людьми	3,7	3,6	3,7	-
3	Способность быстро переключаться на новую деятельность	4,6	4,4	4,5	4,1
4	Способность защищать и отстаивать свое мнение	4,4	4,3	4,4	3,7
5	Способность быстро и оперативно выполнять работу	4,7	4,5	4,6	4,3
6	Способность наладить отношения с коллективом	4,6	4,7	4,7	4,2
7	Способность наладить отношения с клиентом	4,3	4,1	4,2	3,9
8	Осведомленность о специфике работы	3,7	4,2	4	4,1
9	Настроение в течение дня	4,8	4,2	4,5	-
10	Отношения с непосредственным руководителем	4,7	3,9	4,3	4,4
11	Умение применять полученные знания	-	-	-	4,4
12	Готовность к самостоятельной работе	-	-	-	4,0
13	Психологическая зрелость, ответственность	-	-	-	3,6

Анализу подвергались в основном вопросы психологического характера. Оценка проводилась по пятибалльной системе. Все оценки – выше средних показателей. Берем во внимание верхние границы – что лучше получается у наших студентов и нижние границы – что стоит скорректировать.

Руководители акцентируют внимание на том, как ребята применяют полученные знания, то есть умело переходят от учебного процесса накопления знаний к профессиональной деятельности с использованием сформированных знаний, высоко оценивают умения строить отношения с непосредственным руководителем. По их мнению, это такие качества как «уважительное отношении», «выполнение требований», «спокойная реакция на замечания».

Снижены показатели по таким параметрам как:

- «психологическая зрелость, ответственность». Психологическая зрелость предполагает адекватное поведение, быструю оценку ситуации, активность в принятии решения, коммуникативные навыки. В защиту наших выпускников, мы можем сказать, что психологическая зрелость достигается приобретением житейского, социального, профессионального опыта. Мы не можем требовать с первого дня как профессиональной зрелости, так и стопроцентной психологической зрелости, хотя основа должна быть;
- «способность защищать и отстаивать свою позицию». Для молодого специалиста это также сложно из-за недостатка опыта. Высказывать свое мнение необходимо, хотя здесь надо принимать во внимание, что большинство работодателей давало оценку либо студентам, проходящим практику, либо молодым специалистам первого года работы. Тем не менее, такое, замечание есть, поэтому следует активно работать со студентами в ключе компетентностного подхода;
- «умение наладить отношения с клиентом». Это серьезное замечание – на этом строится профессиональная деятельность. Причина этой проблемы в том, что бывшему студенту сложно освоить весь процесс взаимодействия – встреча, привлечение внимания, выслушивание. Все эти моменты требуют отработки в процессе практических занятий. Молодой специалист ориентируется на «правильного» клиента и не умеет работать с «неправильным».

Возможно также непринятие лозунга «клиент всегда прав» и еще много других моментов, решая которые, студент забывает про клиента.

Как нам кажется, с точки зрения учебного процесса, необходимо пересмотреть основы психологии делового общения и приблизить их к тем индивидуальным процессам, в которые попадает конкретный специалист по роду и виду деятельности, оказывающий конкретные сервисные услуги. Здесь же можно отметить, что у него не было опыта – образца общения с клиентом. Вследствие этого, 36% (5 человек) по этому показателю оценено руководителями ниже среднего балла.

Руководители выделяют вопросы, требующие пристального внимания – организация сотрудничества с коллегами, владение коммуникативными навыками, умение быстро оценивать ситуацию, принимать решение, организация взаимодействия с клиентами, соблюдение корпоративной этики, стрессоустойчивость.

Мы можем добавить к этому списку еще такие негативные факторы, отрицательно сказывающиеся на процессе адаптации, как пробелы в теоретической подготовке, неумение применять полученные знания, неготовность к самостоятельной работе, неумеренные амбиции, проявления недисциплинированности как слабоволия.

Были заданы и другие вопросы.

«Ваши чувства в первый рабочий день?» Волнение, интерес, страх, обыденность, страх ошибиться и интерес «смогу ли я»; потерянность и неуверенность; ничего трудного, полное спокойствие, удовольствие, переживание, восторг, гордость.
Как видно, диапазон эмоций от крайне положительного состояния, до неуверенности и тревожности.
Как элемент адаптационного процесса, можно предложить использовать один маленький эмоциональный подход для снятия тревожности. Проверено на опыте, очень приятно и значимо специалисту получить такой, например, диплом при поступлении на работу: «Поздравляем с успешным окончанием высшего учебного заведения. Выражаем благодарность за стремление к знаниям и личностному росту. Желаем успехов в работе, профессионального развития и долгосрочного сотрудничества с нашей компанией». Психологический аспект – «ты нам интересен, мы заметили тебя, работай хорошо».
На вопрос: «Почему выбрали эту профессию?», 56,5% респондентов показали мотивированный интерес к этому роду деятельности (интерес к профессии, востребованность на рынке труда, интересная работа, по стопам родителей). 56,5% отвечающих отмечают также, что представление о профессии отличается от того, когда только начинали обучение или профессиональную деятельность, то есть, включаясь в трудовую деятельность, специалисты по иному смотрят на выбранную профессию. В процессе адаптации подавляющее большинство чувствуют психологическую поддержку руководства и коллектива, и сами говорят о тех психологических умениях, знаниях и навыках, которые им понадобились для быстрейшей адаптации. Это умение снимать напряжение, предупреждать конфликты и решать их, быть сдержанным, находить компромисс, знать и предусматривать особенности поведения других, учиться управлять группой, владеть навыками взаимодействия с клиентами, коллективом. В этом же молодые специалисты видят и трудности.
Еще один выявленный момент, который надо учесть при обучении – контроль адаптации позволяет выделить категории студентов по мотивации труда. Этот процесс начинается при поступлении студента в вуз и представлен на начальном этапе учебной мотивацией и интересом к профессии. Постепенно, с получением знаний закрепляется трудовая мотивация как осознанная необходимость.
Свою задачу как педагоги, мы видим в том, чтобы получить от выпускников и руководителей информацию о психологическом состоянии специалистов, переосмыслить ее и строить учебный процесс с учетом этих моментов.
Наша задача состоит еще и в том, чтобы разработать проект, обучающий выпускников навыкам поиска работы, становлению конкурентоспособности. Наши выпускники востребованы на рынке труда, но не умеют себя позиционировать. В этой связи, хотелось бы привести пример элемента тренинга по психологии делового общения. Из числа студентов выбирается «руководитель», который должен принять на работу «сотрудника». На собеседование приходят два «специалиста». По сценарию один из них «возрастной профессионал» а второй – «молодой специалист – выпускник вуза». «Руководителю» необходимо заполнить вакансию, приняв на работу только одного «сотрудника». В большинстве случаев «руководитель» принимает на работу «возрастного профессионала» Это, значит, к сожалению, что студенты смотрят на себя и оценивают

себя как неконкурентоспособного сотрудника, хотя большим плюсом можно считать то факт, что молодой специалист, в свете современных тенденций развития сервисных услуг, обладает большой степенью мобильности, багажом знаний с учетом передовых технологий, инновационных процессов, стремлением к новому, готовностью перейти на новые технологии и, что важно – готовностью учиться, а это очень ценно для организации. Вместе с тем, выпускник вуза является относительно недорогим ресурсом, он стоит гораздо дешевле, чем стажист.

Несомненно, если вуз берет на себя обязательства подготовить специалиста в профессиональном и психологическом плане, то встает вопрос – а кто будет готовить руководителя к встрече специалиста?

Поэтому следующая наша задача – разработка программы по подготовке руководителя, принимающего молодого специалиста и помогающего его быстрейшей адаптации. Как следствие такой работы – меньше потерь рабочего времени, плохой работы и снижения вероятности ухода специалиста из организации.

3. ВЫВОДЫ

Исследование позволяет сделать вывод о том, что обязательно должна быть связь с учебным заведением и после окончания обучения. Это может быть психологический мониторинг, проведение исследований, интересных производству и вузу. Возможна работа с вузом через организацию совместных проектов.

Психологическое обеспечение формирования и рационального использования трудового потенциала молодого специалиста – важнейшая задача вуза.

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АНАЛИЗ МЕТОДОВ, ИСПОЛЬЗУЕМЫХ ДЛЯ ОЦЕНКИ СИНЕРГЕТИЧЕСКОГО ЭФФЕКТА В ДЕЯТЕЛЬНОСТИ ПРЕДПРИЯТИЯ

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Аннотация: *В статье проанализированы методы оценки определения синергетического эффекта в деятельности предприятия, отражающие синергизм в коллективных группах, в управлении стоимостью предприятия, в инвестиционном портфеле предприятия, а также исследованы подходы авторов в области синергизма объема производства и прибыли. В статье сделаны аргументированные выводы и предложения.*

Ключевые слова: *синергизм, синергетический эффект активизации групп, синергетический эффект слияния предприятий, синергетический эффект объема производства и прибыли.*

1. ВВЕДЕНИЕ

Понятие синергетического эффекта, синергии, синергизма прочно вошло в арсенал исследований деятельности промышленных предприятий. Синергетический эффект (от греч. synergos - вместе действующий) означает возрастание эффективности деятельности в результате интеграции, слияния отдельных частей в единую систему за счет так называемого системного эффекта.Синергетику также называют живой наукой, поскольку она является основой всех процессов самоорганизации. Следует отметить, что синергетика имеет особое значение именно в экономике и экономических исследованиях, поскольку она изучает свойства нелинейных динамических систем, основывается не на линейности, а на нелинейности, не на устойчивости, а на неустойчивости, не на непрерывности, а на разрывах, не на неизменности, а на непостоянстве. В отличие от традиционных методов исследований экономических процессов, синергетика трактует нелинейность и неустойчивость как источник многообразия и сложности экономической динамики, а не шумов или случайных возмущений [1,2]. Таким образом, являясь многогранным исследованием, синергетика привлекает огромное количество научных взглядов, в том числе и на эффекты, получаемые за счет нее.

2. СИНЕРГЕТИЧЕСКИЙ ЭФФЕКТ, БАЗИРУЕМЫЙ НА АКТИВИЗАЦИИ ГРУПП

Все исследования синергетических эффектов в экономике зачастую ведутся в области слияний и поглощений компаний. Вместе с тем, по мнению [5] недостаточно изученными остаются проблемы взаимодействия производственных и структурныхподразделений предприятий, так называемых коллективных групп, состоящих из небольшого количества рабочих мест. Именно такие группы, как утверждает [5] играют ключевую роль. Для достижения синергетического эффекта автор предлагает активизировать коллективное мышление участников коллектива. Синергетический эффект в таком случае зависит от трех факторов:тезауруса работников (Тр);технической оснащенности рабочего места (От);кооперационной связи между работниками (Ск).

Учитывая сказанное, синергетический эффект группы возникаеттолько в случае взаимосвязи и взаимодействии всех трех вышеперечисленных факторов. Предполагается, что эти факторы возрастают в разы при осуществлении работниками именно совместной деятельности. Тогда синергетический эффект активизации коллективной группы (СЭффАКГ)будет равен:

$$Сэфф = f(T_р; O_т; C_к) \tag{1}$$

К сожалению, подход вызывает сомнение своей субъективностью и неопределенностью, так например, авторы не раскрывают составляющие представленных факторов, их размерность, качественный состав и др., а ведь от этого зависит не только эффект синергизма, но и промежуточная результативностьдеятельности предприятия.По нашему мнению, модель синергетического эффекта, предлагаемая авторами, довольна стандарта, имеет узкую направленность, хотя и применима в описанных областях.

Свойства синергетического эффекта неразрывно связаны с инвестиционной и инновационной политикой предприятия за счет обмена ресурсами во внешней и внутренней среде. Поэтому автор в работе[6] предлагает подход к оценке синергетического эффекта на базегрупп инвестиционной деятельности предприятия. Так, например, если предприятие имеет n-ое количество инвестиционных проектов, сформированные в инвестиционные группы, которые вариативны и количество вариантов неограниченное, тогда синергетический эффект будет равен:

$$СЭфф_i^j = \Delta В_{ij} + \Delta З_{ij} + \Delta И_{ij} - И_{ij} \tag{2}$$

$СЭфф_i^j$ – синергетический эффект варианта j инвестиционного проекта i;

$\Delta В_{ij}$ – изменение выручки под влиянием варианта j инвестиционного проекта i;

$\Delta З_{ij}$ – изменение затрат под влиянием варианта j инвестиционного проекта i;

$\Delta И_{ij}$ – изменение потребностей в инвестициях под влиянием варианта j инвестиционного проекта i;

$И_{ij}$ – потребность в инвестициях под влиянием варианта j инвестиционного проекта i.

Следует отметить, что модельвключает дополнительную составляющую синергетического эффекта, которая получается в результате согласованного и одновременно коллективного взаимодействия всех инвестиционных проектов, реализуемых предприятием. Синергетический эффект, по мнению авторов, отражает дополнительную оценку экономических, финансовых и инвестиционных преимуществ, не требующих новых инвестиций.

Действительно, предложенная модель позволяет отслеживать результаты управления инвестиционной деятельностью предприятия, однако адаптировать данную модель для обеспечения максимальной синергетической эффективности, на наш взгляд, не представляется возможным. Здесь может иметь место ряд ошибок, например, изначально неправильно принятое решение по выбору группы инвестиционных проектов, а также субъективное представление экспертов по вариативным предпочтениям и т.д. Такой подход может привести как к синергетическому эффекту (2+2=5), а к деградации, когда возникает вероятность получить обратный синергетический эффект (2+2 < 4).

3. СИНЕРГЕТИЧЕСКИЙ ЭФФЕКТ, БАЗИРУЕМЫЙ НА ЭФФЕКТИВНОСТИ СЛИЯНИЙ ПРЕДПРИЯТИЙ

Интересна как с практической, так и с теоретической точки зрения методика оценки показателя «чистого приведенного эффекта синергии» как основного критерия эффективности управления предприятием.

Здесьтакже выделяется система критериев и методов оценки проявления эффекта синергии, как в количественных, так и в качественных формах. Основной акцент в модели делается на социальных, экологических, управленческих, маркетинговых, инновационных, монопольных, политических, организационных, финансово-экономических, логистических факторах, влияющих на предприятие. Величину эффекта синергии, по мнению [3], можно оценить на основе показателя NPVS (чистый приведенный эффект синергии).

$$NPVS = V - (V_1 + V_2) - P - E \qquad (3)$$

или

$$NPVS = \sum_{i=1}^{n} \frac{\left(\sum_{j=1}^{n} S_{ji}\right) - \Delta I_i}{(1+r_e)^i} - P - E \qquad (4)$$

NPVS (Net present value synergies) – чистый приведенный эффект синергии;
Sji - оценочная величина формы проявления j-го эффекта синергии в i-ом году;
V (value) - инвестиционная стоимость предприятия с учетом ожидаемой синергии;
V1 – стоимость предприятия-покупателя «статус-кво» (как независимого);
V2 – стоимость предприятия-цели «статус-кво» (как независимого);
Δ Ii (investment) - дополнительные инвестиции на реструктурирование;

r_e (return) – доходность акционерного капитала интегрированногопредприятия;
i – номер года прогнозного периода;
n – последний год прогнозного периода;
P (premium) – премия, выплачиваемая при поглощении предприятием-покупателем акционерам предприятия-цели;
E (expenses) – трансакционные издержки.

В целом, предложенная методика устраняет недостатки существующих на сегодняшний день методов оценки эффекта синергии при слияниях предприятий, сохраняя их достоинства. Однако, по нашему мнению, данная модель не позволяет точно и объективно учесть и оценить весь спектр проявления форм эффекта синергии (как количественных, так и качественных) и, следовательно, не дает возможность отбирать и заключать только эффективные сделки по слиянию, которые могли бы способствовать развитию и приросту стоимости предприятия.К тому же не любая совместная деятельность дает положительный синергетический эффект. Часто совместная деятельность заканчивается неудачей. Одна из таких причин заключается в непроработанности методов оценки синергетических эффектов.

4. СИНЕРГЕТИЧЕСКИЙ ЭФФЕКТ, БАЗИРУЕМЫЙ НА ОБЪЕМАХ ПРОИЗВОДСТВА И ПРИБЫЛИ

Как видно из предыдущих рассуждений исследователи осуществляют оценку синергетического эффекта либо на основе доходности, либо эффекта затрат, либо альтернативных сравнений, тем самым, синергетический эффект превращается в эффект масштабирования деятельности. К тому же рассмотренные подходы не учитывают эффект инновационного рычага, который, как считается, всегда возникает в синергетическом процессе.Таким образом, где бы эффект не возникал – в производстве, в финансах, инвестициях, социуме, управленческих реорганизациях и т.п., везде будет присутствовать компонент инновационного рычага или компонент «новаторского искусства». Здесь под новаторским искусством следует понимать искусство в обновлении, приводящее к совершенному, качественному результату.
Учитывая сказанное, авторы [4] предложили определять положительные и отрицательные синергетические эффекты, как в объеме производства, так и в прибыли с учетом инновационного рычага. При этом в объеме производства и прибыли определяются синергетические эффекты трех видов: действительный, потенциальный и упущенный. Действительный синергетический эффект в объеме производства (ЭдQ) имеет вид:

$$Эд Q = F(ПСР) \times L(ПСР) - F(ПСР) \times (L = 1) \quad (5)$$

или

$$Эд Q = (Q - Q^0) - F(ПСР) \times (L = 1) \quad (6)$$

ЭдQ означает, что действительный синергетический эффект в объеме производства ЭдQ – это разность между инновационным объемом производства (Q-Qº), который создан силами развития F(ПСР) производства с помощью инновационного рычага L(ПСР)>1, и объемом производства, который мог бы быть создан такими же по абсолютной величине силами развития, но с «выключенным» инновационным рычагом, то есть при L(ПСР)=1 [4]. Действительный синергетический эффект по прибыли имеет вид, представленный в формуле (7), а потенциальный синергетический эффект по объему производства в формуле (8).

$$Э дП = Э дQ - (C - C^0) \tag{7}$$

$$Э дП = F(ПСР) \times \lambda \tag{8}$$

l–это максимально возможное значение рычага.
Уменьшив потенциальный синергетический эффект на сумму прироста затрат (C-Cº) на производство, можно получить потенциальный синергетический эффект по прибыли:

$$Э пП = Э пQ - (C - C^0) \tag{9}$$

Определив потенциальные и действительные синергетические эффекты, авторы предлагают определить упущенный синергетический эффект по объему производства ЭуQ, как разность между потенциальным и действительным синергетическим эффектом по объему производства (формула 10), а упущенный синергетический эффект по прибыли, как разность между потенциальным и действительным синергетическим эффектом по прибыли (формула 11).

$$Э уQ = Э пQ - Э дQ \tag{10}$$

$$Э уП = Э пП - Э дП \tag{11}$$

Здесь следует сказать, что тождество между упущенным синергетическим эффектом по объему производства и по прибыли математически доказано и сохраняется всегда.
В своих исследованиях авторы пошли дальше и предложили действительный синергетический эффект в объеме производства ЭдQ разделить на инновационный объем производства Qип, тем самым была получена модель синергетической емкости инновационного объема производства. Чем больше синергетическая емкость производства, тем выше интеграционная способность предприятия.
Однако отметим, что подход предложенный в [4] не дает четкого представления о качественном выражении выделенной компоненты – «инновационный рычаг». Как мы считаем, большое значение должен иметь тот факт, который характеризует, какую роль выполняет инновационный рычаг, каково его весовое значение, и каким будет качественное воздействие на результат синергетического взаимодействия. Эти вещи, к сожалению, авторами не решены.

5. ЗАКЛЮЧЕНИЕ

В статье подробно изложены методы оценки синергетических эффектов предприятия, базируемые на активизации групп, на эффектах слияний предприятий, на объемах производства и прибыли,а также с учетом инвестиционной компоненты. Как показал анализ, проведенный в настоящей статье, рассмотренные методы оценки имеют как положительные стороны, так и отрицательные, в виде пробелов в области управления предприятием. Однако уже то, что модели и методы оценки синергетических эффектов существуют в экономической практике и даже частично апробированы в деятельности предприятий,дает возможность учесть существующие противоречия и недочеты в наших дальнейших исследованиях.Так, например, в качестве оценки эффективности управления на базе синергетического эффекта следует использовать индекс Малмквиста, который позволит отразить прогресс или регресс синергетического эффекта вместе со сдвигом границы эффекта в одном временном периоде относительно другого.Другими словами, индекс Малмквиста отражает рост или снижение совокупной производительности факторов единиц принятия решения, которые могут выступать индикаторами эффективности перераспределения средств предприятия. Индекс Малмквиста, на наш взгляд, является очень важным показателем, позволяющим оценить синергетические эффекты и сравнить их во взаимосвязи с деятельностью эталонных или конкурирующих компаний.

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RELATIONSHIP BETWEEN THE FUNCTIONS OF THE CIVIL LAW AND LABOR AND EMPLOYMENT LAW REGARDING THE TEMPORARY SERVICE AGREEMENT – THE IMPORTANCE FOR THE EMPLOYMENT

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Abstract: *The aim of this paper is to study the relationship between the functions of the civil law and labor and employment law regarding the temporary service agreement, as a typical agreement of law of obligations. The use of this agreement in labor and legal milieu isn't doubtful if supported by a rational view that the legal basis used to engage work in a society is correlated with the actual (not declared) level of feasibility of the principle of the right to work and freedom of labor, and other principles underpinning the work and principles of business in society. Presenting civil law features of this agreement, and then their adjustment to employment related requirements, the authors attempted to determine the degree to which of achieving legal and practical logic, i.e. whether the legislative solutions as the function of practical needs, determined by supply and demand for certain forms of work on the labor market, in this case, to perform tasks outside the scope of activity of the employer.*

Keywords: *temporary service agreement, the function of civil law, labor and legal functions, activities outside the employer's business, the impact on employment*

1 CIVIL LAW FUNCTION OF THE TEMPORARY SERVICE AGREEMENT

Temporary service agreement is a classic civil law institute, a binding agreement, which some time in our law is in legal and labor function. The excitement of this function is reflected in the relationship of the usage assigned by the legislature and the versatility of its properties, in certain contexts and forms. The aim of this paper is to critically review the suitability of this agreement to be used in the context of labor law i.e. to review the legal decision that its role in this respect, is specifically regulated by labor law or that it is just used for engaging labor work in the concept that is governed by the law of obligations, without creating a separate basis for that matter regarding the employment rules. **The legal doctrine is not concerned enough with this and therefore lacks its proper use.**

11. The concept

Article 600 of the Law of obligations[1] defines temporary service agreement as "*a contractual agreement that requires from one of the contractor to will perform a particular action to other,*

[1] „Official Gazette of SFRJ", no. 29/78, 39/85, 45/89, 57/89 and „Official Gazette of SRJ", no. 31/93

and achieved a certain result, i.e. to do something, i.e. to do a particular job, and the other will pay for that specific benefit." We are talking about the general notion of service agreement (getting adequate results for a fee) from which some agreements become independent, become a separate legal category and represents designated contracts (e.g. construction agreement, transport agreement, publishing agreement, etc.).

Participants of the contractual relationship that starts with conclusion of the temporary service agreement are ***the worker*** (entrepreneur) and ***contracting authority***, in our case the employer. *Characteristic of this agreement is that it not only requires the execution or commission, but a concrete result of the job*.

1.2. The legal nature, rights and obligations of the parties

A temporary service agreement is ***an informal agreement*** (for its development it is enough agreement on important elements). In principle, it is being concluded as "*solo consensu*" without complying with form as a condition to conclude the agreement (unless the participants agree upon a form as an essential requirement for the validity of the agreement or the law is prescribing the required form), ***double-bind*** and ***onerous agreement***, as it is the obligation of reciprocity and mutual benefit, with, as a rule, ***permanent commission of the obligation***. Usually is concluded with regard to *the personality of worker* (*intuitu personae* agreement).

It is also ***a commutative agreement***, because in the moment of its conclusion, the amount and reciprocity of prestation are known. It belongs to a group of ***simple agreements***, not mixed, because the elements of its contents cannot be broken down and qualified as any elements of other agreement, although it can be identified in other mixed contracts (for example, *Tenancy agreement*). However, the temporary service agreement may also contain elements of other agreement (such as, *Agreement for sale), where the question of the qualifications of such contracts must be taken into account*.

Important elements of the temporary service agreement are ***work of the professionals***, as the subject of the agreement and ***compensation or remuneration*** owed by the customer. Contracting parties often agree the deadline as an essential element of the agreement, and can induce the formation of the agreement and the approval of a number of other facts (*the crucial subjective elements*). The subject of the agreement is the work of professionals that achieve a certain score. It is necessary to mention a particular work, the production of certain parts by mechanical or other work, artistic, scientific or literary accomplishment. Work of professionals, as well as its result must be *possible, allowed, or a definable*.

The basic duties of professional in temporary service agreement, according to the Law of Obligations, are: 1) to perform the work as agreed by the rules of business (Article 607, paragraph 1) and 2) to hand over crafted or modified product to a client (Article 613, paragraph 1). In addition to these basic, the parties may provide for other obligations.

The principal obligations of the contracting authority are: 1) to receive the work under the provisions of the agreement and business rules (Article 622), 2) to give the worker a compensation for the performed work (Article 623).

2 LABOR AND EMPLOYMENT FUNCTION OF THE TEMPORARY SERVICE AGREEMENT

The employment laws of the republics and provinces have predicted tasks performed based on the temporary service agreement at the time of the Law on Associated Labor.[2] Depending on the results that can be achieved by performing tasks, the way of performing them and the mutual obligations of the client and executor, jobs that are performed on the basis of temporary service agreements can be classified into three groups 1) work at home, 2) handicrafts, and 3) the work under the agreement concluded on the copyright laws (preparatory work). The temporary service agreement was the legal basis of independent physical or intellectual work, as the work that is performing under the employment contract.
Application of temporary service contracts, as the contract for hiring work outside the employment relationship, is regulated by Article 199 of the existing Labor law[3] in almost identical manner as in the previous Labor Law[4] ("*The employer may with a particular person conclude a temporary service agreement, to perform tasks outside the employer's business, that is subject to self-manufacture or repair of certain product, independent execution of certain physical or intellectual work, as with the person performing art or other activity in the field of culture in accordance with the law.*"), but there is the additional paragraph stating that the temporary service agreement, concluded with a person who performs artistic or other activity in the field of culture in accordance with the law "*must be in compliance with a special collective agreement for self-employed persons active in the field of arts and culture, if such a collective agreement is concluded*" (Article 199, paragraph 3).
Unlike the previous law, the applicable law expressly provides that the temporary service agreement must be "***concluded in written***" (Article 199, paragraph 4). The written form of the temporary service agreement is common, but the previous legislature, as a condition of its legal validity, did not prescribe a written form.
From this problem and its practical consequences, **the current importance of the temporary service agreement**, regarding the need of the employer, in its legal framework, is ***not easy to evaluate***. Why is the legislature in labor relations predicted the possibility of using this mechanism in the context of the employer's business, when legislature, as a civil law institution of universal character and action, exist in positive legal regulations and is available for use to every juristic and physical person, it is difficult to answer with certainty. ***We think, it was not necessary to provide for that agreement as a temporary service agreement outside the employment in the labor law (or the agreement of representation and mediation), but to take it from the normative framework of the Law on Obligations***. However, if it is required under the law, it is not appropriate to be simplified and restrictively standardized, but to use specific formulation of related provisions in order to clarify each of its labor and legal characteristics, allowing participants to customize their employment needs to the specific features without the possibility of abuse by the present practice.
Without considering presented doctrinal dilemmas, we justify the practical importance of the use of this mechanism in its civil and law institutionalized form for labor and law purposes,

[2] "Official Gazette of SFRJ", no. 53/76
[3] "Official Gazette of the Republic of Serbia", no. 24/2005, 61/2005, and 54/2009
[4] "Official Gazette of the Republic of Serbia", no. 70/2001, and 73/2001

taking into account all the peculiarities that characterized the relationship created on its assignment. Bearing in mind the fact this is the legally founded institute and has its constitutive form of the Law of Obligations, its superficial norm in the Labor law is ***considered attempting legislators to draw attention of the participants regarding the relationship of engagement, especially employers***, to another legal basis for the work, which completes the plural form of flexible work, which is a good basis for responding to the needs of the labor market.

3 RELATIONSHIP BETWEEN CIVIL LAW AND CONTRACT LAW FUNCTIONS OF THE TEMPORARY SERVICE AGREEMENT IN THE CONDITIONS OF ITS APPLICATION

Critical examining of the characteristics of the temporary service agreement, and the relationships that it establishes, in relation to characteristics and the relations to other contracts outside the employment and the employment agreement, we will try to come to a conclusion about the real importance of this civil law institute in labor law context and milieu of the relationship between workers and employer and the consequences of its usage at work, in particular collectivity and beyond.

In a parallel study of the individual characteristics of these legal issues, we will not select a specific methodological approach and look for possible regularities in any significant and less important respect, but ***we will access it in a way that makes practical use of known***.

3.1. Determination of rights and obligations

The temporary service agreement hire the work of the potential employee (an arbitrary legislator speaks of an employee who is not exactly that at the moment of the temporary service agreement), as one of the parties, by special arrangement, and employees are permanently included in the organization of the employer , where its work is functionally associated with the work of other employees, which, in effect, is a segment of the overall process by which the employer carries on business, with all the consequences of such an involvement, whether during the employment or out of employment. This work, in general, characterizes relative permanence and continuity. The employer manages the employee whose work is included in the system of labor organization and employer's work system, so their relationship characterizes labor subordination. In this sense, there is no equality of the parties. Employee obliges to provide continual work results, which are not always easily identifiable and measurable in relation to the work of professionals.

In **the temporary service agreement**, the worker agrees to perform certain work correctly achieving appropriate results. ***The result of the work is the subject of the agreement, not the work itself***, which may not give results. Workman does not provide its skills to contractor to include them in the system of work for the employer. The contracting party does not manage the workers, their relationship is not characterized by working subordination and dependence, although, as we have seen, the contracting party shall be entitled to exercise supervision over the work, but only when that suits the nature of work and the worker is required to enable that.

Worker is totally beyond the reach of the organization and work processes using which the employer carries on business. ***The work of the worker is, in principle, in the function of the process of work, but with different factual and legal issues***.
Compared to workers who ***do not have to perform the work in person***, he/she is responsible for its execution; employee who performs the works, who engages the work under the temporary service agreement in employment or out of employment, ***the work must be done in person***. The subject of the temporary service agreement is his own work, and his personal commitment cannot perform anyone else in continuity. Employee's work performance is not a subject of the agreement, it should go without saying and it is subject to continual assessment by the employer, as long as the work is active. The consequences of the lack of results are quite different sanctioned regarding the employment contract, employment-related measures and sanctions, while with the temporary service agreement we are talking about the termination of the agreement due to deviations from the agreed terms.

3.2. The process of engagement

The process of engagement regarding the temporary service agreement is different from the procedure for engagement with employment contract, whether it is employment or other forms of outside employment. The need for concrete work can be, although it is not mandatory, ***be advertised in accordance with the provisions of the law***, and the choice between the candidates performs, as a rule, the director of the employer. Worker is hired and the temporary service agreement is concluded at the end of the bidding regarding the price of the works or for artistic or technical solution of the anticipated work.

3.3. Compensation and salary

As regards compensation for the performed work, the nature and method of payment for the temporary service contracts and employment contract (in its various forms) are different, and the fee for temporary service agreement has no character or consequences of earnings.

4.4. Breach of agreement

Concerning the termination of the temporary service agreement, the Law of obligations provides 1) *breach of agreement by the will of the contracting authority*, 2) *breach of agreement due to deviations from the agreed conditions*, 3) *the termination of the agreement before the expiry*, 4) *breach of agreement in a separate case*.
In case of the breach of agreement on the request of contracting authority, the breach may be requested at any time with the payment of the agreed fee to worker, reduced for the non-realized costs, and that would have been required to make is agreement was not terminated, and the amount of income generated on the second side or that is deliberately failed to realize (Article 629).

In case of ***deviation of contracted conditions***, the contracting authority gives worker a reasonable time to correct identified deficiencies, and in case of default, it can breach the agreement and seek damages.

In the third case***, if the time is an essential component of the agreement***, the worker is in such a delay to initiate or to complete, and it is obvious that the work is not going to be finished in time, the contracting authority may terminate the agreement and demand compensation. The contracting authority has the same right even in the case when time is not an essential component of the agreement, if the contracting authority would have no apparent interest in the fulfillment of the agreement due to such delay (Article 609).

When the performed work has such a flaw that makes it unusable, or it is conducted contrary to the expressed terms of the agreement, the contracting authority may, without seeking prior defect removing to terminate the agreement and demand compensation (Article 619).

Employment contracts, used for employment or the work out of employment, terminate from different reasons and in a special way, corresponding to the ratio of the work for which they are established. Most of the contracts out of employment that have different characteristics and the legal nature than temporary service agreement, categorized in the gender term employment contracts not intended for employment, ***cease at the end of the period for which they are based, or by finishing work for which they were concluded***.

Termination of the employment agreement is available on a range of grounds and reasons provided by the law. ***Employment may be terminated for justified causes***[5] and they are related to: 1) the ability of workers, 2) the behavior of workers, and 3) the employer's needs at a particular time.

5. RESUME

Temporary service agreement as obligation-legal institute, lawmakers in the field of labor law institutionalized as ***a form of engagement of outside employment for jobs outside the sector of the employer***. In its function, this agreement is not significantly modified in relation to its basic elements and characteristics; its purpose is concretized, with the sole requirement to be concluded in writing. Such standardization of the function of labor law imposes **a theoretical and a doctrinal dilemma** whether the institute should be used directly from the provisions of the Law of Obligations, like its parent law, without specific predictions in the Labor law, or it should be legally improved, so participants could have a clear basis for detailed planning of their relationship. ***Detail legal regulation of this institute would significantly reduce its abuse and that is obvious in the practice. The main question, after its institutional determinants, is its actual use, and what impact it has on the state of the labor market***. The practical usefulness of this mechanism for the engagement of employees of various activities outside the employer's business is undoubtful (although there are no relevant data), especially in jobs that are short-term or one of its variants, and provide support to the basic activity. Its significance for reducing unemployment isn't more obvious, but we support its use in order to increase

[5] To the term "justified causes" in international labor law corresponds the term "good cause" regulated by the Convention no. 158 and the Recommendation no. 166; Borivoje M. Sunderic, *Pravo Medjunarodne organizacije rada,* Pravni fakultet Univerziteta u Beogradu, Beograd, 2001, p.489

the possible forms of engagement, because greater number of engaging makes labor market more flexible and support its functioning regarding the opportunity to be able to respond to the demand for certain types of work which correspond to specific legal basis of engagement.

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[2] 57/89 i "Službeni list SRJ", br. 31/93)
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[4] Zakon o radu („Službeni glasnik RS", br.70/2001 i 73/2001)
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СОЗДАНИЕ «SHARED-VALUE»: ВОЗМОЖНОСТИ ДЛЯ УКРАИНСКИХ КОМПАНИЙ

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Аннотация: *Статья посвящена определению социально-экономических эффектов и возможностей, которые открывает перед компаниями внедрение новой концепции управления - менеджмента, ориентированного на создание обоюдной ценности (shared value creation management - SVM); автор характеризует его задачи, последовательность их осуществления, а также приводит примеры социальных инициатив украинских агропромышленных холдингов.*

Ключевые слова: *корпоративное управление; обоюдная ценность (shared value); менеджмент, ориентированный на создание общей ценности (SVM - shared value creation management); корпоративная социальная ответственность.*

1. ВВЕДЕНИЕ

После того, как М.Портер & М.Крамер [1-3] начали говорить о создании «shared-value» (обоюдной ценности) как об идее, способной объединить как сторонников, так и противников монетизации результатов деятельности компаний в сфере корпоративной социальной ответственности, сразу же началась конструктивная дискуссия о возможностях внедрения концепции «shared-value» компаниями различных сфер экономической деятельности. Популяризируя идею обоюдной ценности, М.Портер [4] убеждает, что практически любая компания обладает неограниченными возможностями в ее создании за счет переосмысления товаров и рынков, поиска новых источников повышения эффективности в цепочке создания стоимости, а также за счет инвестиций в развитие кластеров, местной инфраструктуры. Сегодня консалтинговая компания FSG успешно консультирует в сфере создания «shared-value», получения связанных бизнес- и социальных результатов предпринимательской деятельности. Но поскольку в Украине сегодня только приобретает популярность и распространение концепция корпоративной социальной ответственности (КСО) и остро дискутируется вопрос о филантропическом или коммерческом характере КСО, мы поставили себе за цель изучить, насколько те действия, которые ведущие компании предпринимают в сфере КСО, подпадают под определение создания обоюдной ценности, каковы перспективы распространения этой концепции в бизнес-среде. И почему, если компании все же создают такую обоюдную ценность, они ее не подсчитывают, не отмечают этот факт в социальных отчетах, не используют в PR-компаниях, направленных на улучшение отношений с ключевыми группами стейкхолдеров.

2. РЕЗУЛЬТАТЫ ИССЛЕДОВАНИЯ

Ныне корпоративное управление находится на перекрестке двух важнейших тенденций развития, которые требуют пересмотра фундаментальных принципов построения корпоративной стратегии, поиска новых путей интеграции в ней бизнес-целей получения прибыли и социальных целей, ведь социальные ожидания общества от корпораций во времена кризиса как никогда высоки. В.Виссер [5] приходит к выводу, что глобальный финансовый кризис привел к отказу от ответственности, как на индивидуальном, так и корпоративном уровне, фактически, - кризису всей капиталистической системы. Мир находится в ожидании предложений путей решения не локальных финансовых проблем отдельных компаний или стран, а в концептуальной смене подходов к организации и ведению хозяйственной деятельности. Фактически – в пересмотре целевых ориентиров экономических стратегий корпораций, которые являются фундаторами и флагманами развития экономической системы современного западного капиталистического общества. Таким образом, предложенный М.Портером и М.Крамером подход к поиску новых источников повышения прибыльности компаний за счет новых социально-ориентированных решений, предоставляет всей капиталистической системе хороший шанс сохранить свои основания и устои. Ну а корпорациям формирование экономической стратегии, ориентированной на создание обоюдной ценности позволяет определять и четко видеть экономические причины в реализации филантропических, с первого взгляда, социальных проектов. Создание «shared-value», как один из принципов корпоративного управления, стимулирует компании искать новые бизнес-возможности путем решения актуальных социальных проблем и получать, таким образом, новые конкурентные преимущества на рынке.
Авторы концепции «shared-value» определили три направления поиска таких возможностей [3]. Во-первых, это переосмысление товаров и рынков, на которых действует компания. В частности, отправной точкой поиска новых бизнес-возможностей является не только предложение радикальных инновационных продуктов, позволяющих решать важную социальную проблему (например, производство лекарств против рака), но и облегчение доступа к товарам компании, улучшение уровня обслуживания потребителей. В этой связи важно, в первую очередь, определить неудовлетворенную социальную потребность, удовлетворение которой может стать драйвером роста доходов компании. Например, в сельских районах сеть аптек в Украине развита очень слабо. Поэтому компания, которая находит возможность обеспечивать сельских жителей лекарствами, в первую очередь, решает социальную проблему, но, одновременно, и расширяет свои рынки сбыта и уровень доходов. Таким образом, создается обоюдная

ценность результатов деятельности компании как для ее акционеров и инвесторов, так и для широкого круга других стейкхолдеров.

Во-вторых, это поиск новых направлений повышения эффективности деятельности в цепочке создания стоимости, реконфигурация такой цепочки. Компания, таким образом, старается использовать ресурсы как можно более эффективно, минимизируя их потери, максимизируя коэффициент их полезного действия. Такой подход, с точки зрения социального результата, отвечает целям устойчивого развития, ну а компании позволяет уменьшить затраты, комплайанс-риски, а также риски, связанные с поставкой ресурсов. Для любой производственной компании Украины именно это направление создания обоюдной ценности будет актуальным, поскольку уровень энергоёмкости ВВП Украины в 2011 году в 2,6 раза превышал аналогичные показатели таких стран, как Дания, Япония, Великобритания, Германия, Франция [6]. Основной причиной этого является эксплуатация устаревшего оборудования, которая приводит к излишним затратам топливно-энергетических ресурсов, загрязнению окружающей среды.

Третьим источником создания «shared-value» является развитие местных кластеров, чему компании могут содействовать, инвестируя в проекты, направленные на решение проблем, наиболее значимых для роста самой компании и ее экономического потенциала. Инвестируя в создание (улучшение) местной инфраструктуры, содействуя функционированию образовательных учреждений, повышая уровень заработной платы сотрудникам, разрабатывая и внедряя прогрессивные стандарты деятельности, компании, тем самым, создают благоприятные для своей деятельности экономические условия.

У каждой компании могут быть свои уникальные возможности для создания обоюдной ценности и, в то же время, каждая из этих возможностей вполне может быть отнесена к одному из вышеперечисленных типов. В нашем исследовании мы постарались проанализировать, какие из возможностей создания «shared-value» используют украинские компании, которые позиционируют себя как социально-ответственные. Хотя, ни одна из рассматриваемых компаний не использовала в своих публичных отчетах, материалах, именно этот термин, ведь для потребителя в обществе с патерналистскими настроениями, чрезвычайно важно, чтобы компании делились и заботились о потребителях, социально-незащищенных гражданах, инвестировали в социально-экономическое развитие регионов. Получает при этом компания большую прибыль или нет, типичного потребителя не интересует, а поскольку компании в своем большинстве имеют закрытую и сконцентрированную структуру собственности, то мелких инвесторов – также.

Примером компаний, по сути, использующих все три возможности для создания «shared-value», были выбраны крупные агропромышленные холдинги, представляющие наиболее динамично развивающуюся и наиболее перспективную с точки зрения роста отрасль украинской экономики. Агропромышленный холдинг «Мироновский хлебопродукт», ценные бумаги которого торгуются на Лондонской фондовой бирже, специализируется на выпуске мяса птицы и является в Украине лидером отрасли, занимая первое место по объемам производства. Еще один агропромышленный холдинг «Астарта-Киев», разместивший свои ценные бумаги на Варшавской фондовой бирже, занимает лидирующие позиции по производству сахара, молока, зерновых.

Для «Мироновского хлебопродукта» потенциал роста рынка в Украине практически исчерпан и скорее таит в себе скрытые угрозы: в структуре потребления мясо птицы преобладает, что обусловлено его дешевизной в сравнение с другими видами мяса. Однако все может измениться. Компания рассматривает возможности роста за счет экспорта в страны ЕС (куда пока что невыгодно экспортировать мясо), и покупки предприятий в странах, где темпы роста рынка могут быть высокими. Таким образом, в ближайшее время компания вынуждена будет искать возможности роста в переосмыслении товаров и рынков, на которых она действует, искать новые рынки сбыта. Интересными рынками сбыта могут стать рынки стран, либо испытывающих дефицит продуктов питания, либо финансово-привлекательные рынки ЕС, на которые холдинг сможет поставлять более дешевую, чем у конкурентов продукцию.

Дефицит квалифицированных кадров – одна из главных проблем украинских агропромышленных предприятий: студентов-аграрников в Украине больше, чем во всей Европе, но только два из десяти абитуриентов аграрных вузов связывают свое профессиональное будущее с сельским хозяйством, аграрные университеты слишком много готовят экономистов, бухгалтеров, менеджеров и юристов, и очень мало студентов технологических специальностей. Многие агрохолдинги привлекают на стажировку студентов последних курсов обучения, которые знают английский язык и разбираются в технологиях, с тем, чтобы позднее взять их на работу [9]. Так, «Мироновский хлебопродукт» позиционирует как одно из направлений социальной ответственности финансовую поддержку аграрных учебных заведений, направляя туда на обучение детей своих работников, подготовку молодых специалистов, которых обеспечивает жильем [8].

Примером поиска возможностей для снижения затрат в цепочке создания стоимости является сооружение биогазовых станций, использующих отходы производства. Так, «Мироновский хлебопродукт» одну такую станцию уже запустил, в 2013 году будет принято решение о возможности сооружения биогазовых станций еще на четырех птицефабриках холдинга [8]. «Астарта» также в 2013 году вводит в эксплуатацию биогазовый комплекс на одном из своих сахарных заводов, что позволит на 46% уменьшить потребление этим предприятием природного газа, на 10% - воды, а также выбросы углекислого газа. Кроме того, модернизация оборудования позволила компании сократить в 2012 году на 10% потребление газа. Компания также реализовывала мероприятия по оптимизации логистики и хранению запасов, что позволило значительно уменьшить потребление ресурсов [10].

Для получения обоюдной ценности очень важно, чтобы определенные компанией в бизнес- и социальной перспективе цели достигались параллельно, решая в результате, определенную социальную проблему, и улучшая результаты финансово-хозяйственной деятельности предприятия. Однако в украинских компаниях сегодня бизнес-цели и социальные цели чаще всего существуют в отдельных плоскостях, и предлагаемая концепцией «shared-value» синергия их взаимосвязи пока что четко не идентифицируется, а, соответственно, если и используется, то случайно. Компании ориентируют показатели своей экономической стратегии на достижение определенных бизнес-результатов, а финансирование социальных проектов рассматривают как отдельные социальные инвестиции, прямо не связывая цели и результаты бизнес- и социальных проектов. Хотя, определенный прорыв в монетизации результатов социальных инвестиций присутствует.

Интересным примером такой монетизации является реализация программы социального партнерства в холдинге «Астарта», цель которой - способствовать комплексному развитию сельских регионов, выравниванию условий жизни сельского и городского населения, в частности, путем реконструкции в селах объектов социальной инфраструктуры, обеспечения равного доступа жителей сел к качественной медицине и образованию. Компания, имеющая подразделения в 180 населенных пунктах 6 областей Украины, ежегодно заключает с каждым местным органом власти Договор социального сотрудничества, в котором определяется объем и направления финансирования [10]. Такой системный подход позволяет, по нашему мнению, четко планировать и осуществлять социальные инвестиции, а также создает платформу для анализа в управленческом учете денежных потоков, характеризующих возврат этих инвестиций.

К сожалению пока что украинские компании на первое место все же ставят достижение бизнес-целей, а социальное участие рассматривают как поддерживающую стратегию. Однако, в концепции «shared-value» М.Портер и М.Крамер предлагают компаниям, в первую очередь, определять социальные цели-результаты, далее формировать стратегию, направленную на их реализацию, в третьих оценивать результаты реализации это стратегии с точки зрения как бизнес-результатов, так и достигнутого социального эффекта [2]. Такой подход созвучен и главенствующей идее концепции «гражданской корпорации» в корпоративном управлении. Используя такой подход, агропромышленный холдинг, рассматривая направления своего развития, на первом этапе, должен выбирать социальную проблему (например, стагнирующий сельский регион, в котором обанкротились местные хозяйства, у людей нет работы). Далее компания строит или реконструирует в этом регионе свое предприятие, привлекает на работу местное население, специалистов из других регионов; вкладывает деньги в инфраструктуру. В результате решаются, в первую очередь, социальные проблемы дотационного региона, но, одновременно, компания получает в собственность (распоряжение) активы по цене ниже рыночной, осваивает новые рынки сбыта (рост доходов местного населения увеличивает потребление продукции), формирует лояльность к своему бренду, увеличивает его узнаваемость. Для Украины такой сценарий на сегодня достаточно вероятный, поскольку компании вынуждены искать новые возможности и регионы для расширения своей деятельности в стране, в частности, наращивания своего земельного банка.

В то же время, такой подход требует от собственников компаний отдавать сознательное предпочтение реализации социальных целей, что может стать непосильной задачей для многих владельцев крупных компаний. Впрочем, этому препятствуют и некоторые институциональные ограничения, культурные и другие барьеры, среди которых выделим следующие:

– отсутствие принятой национальной стратегии корпоративной социальной ответственности, соответственно, - и нормативных требований к социальной отчетности;
– преимущественно краткосрочная ориентация деятельности компаний вследствие политической и экономической нестабильности, неопределенности курса реформ, высокого уровня коррупции;
– невысокий общий уровень предпринимательской культуры;

– низкая активность потенциально очень влиятельных групп стейкхолдеров (потребителей, персонала, общественных организаций экологического направления);
– недостаточный уровень ответственности и подотчетности менеджеров и владельцев крупных компаний, отсутствие практики привлечения их к ответственности, многочисленные факты ухода от ответственности топ-менеджеров даже за доказанные нарушения действующего законодательства;
– распространенный правовой нигилизм, ставший влиятельной составляющей социальной культуры;
– частые случаи рейдерства, низкий уровень доверия к правоохранительным и судебным органам по защите конституционно закрепленных прав граждан, предпринимателей.

Внедрение компаниями принципов корпоративного управления, направленных на создание обоюдной ценности, предполагает построение соответствующей системы управления – менеджмента, ориентированного на создание обоюдной ценности (SVM - shared value creation management). На рис.1 представлены ключевые составляющие процесса переориентации компании на такой тип управления.

Новизна такой бизнес – модели обусловлена переходом компании к созданию нового вида стоимости – «shared value». Эта бизнес-модель описывает логику получения компанией экономического и социального эффекта одновременно, в их диалектическом единстве и взаимосвязи. Процесс формирования такой бизнес-модели является неотъемлемой составляющей реализации корпоративной стратегии, в которой интегрированы цели корпоративного управления (акционеров), социального и инновационного развития.

3. ЗАКЛЮЧЕНИЕ

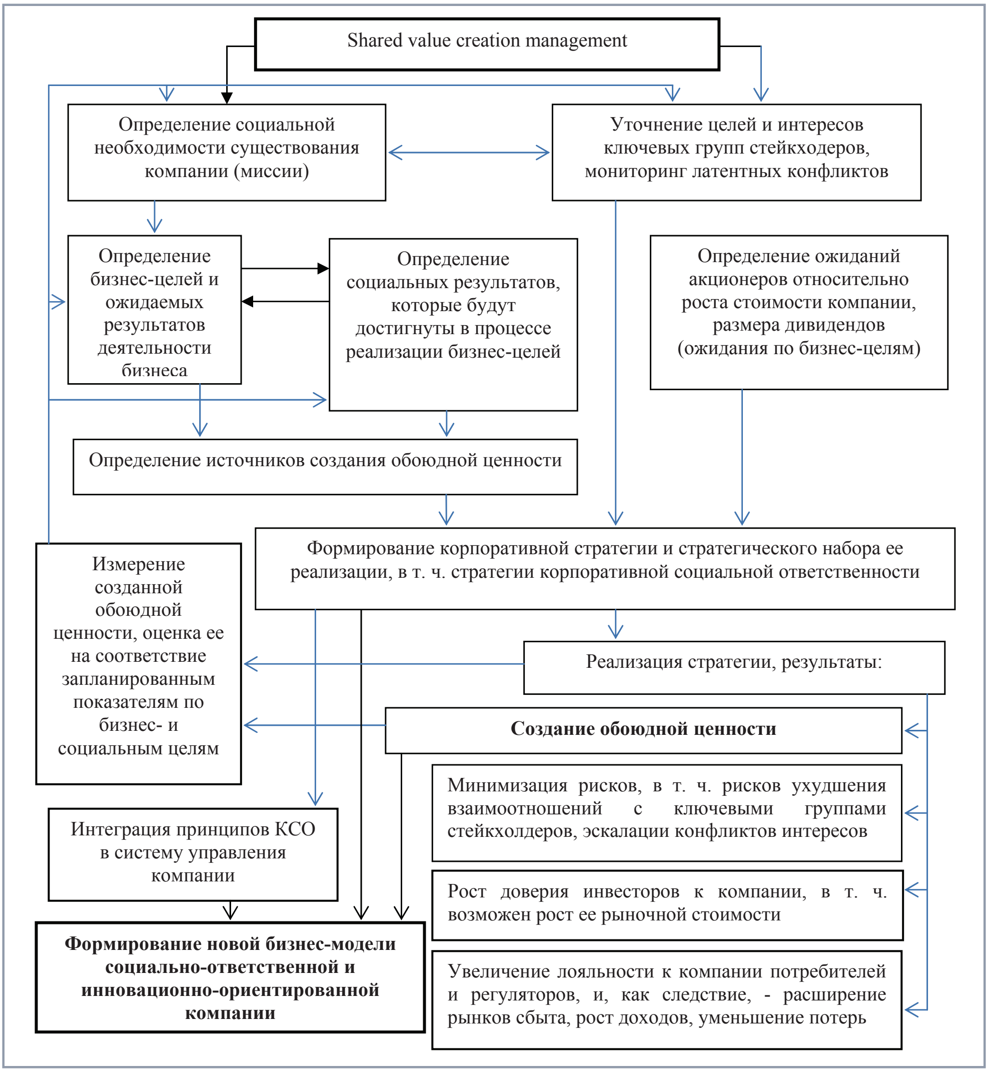
SVM является новым подходом в управлении компаниями, который позволяет интегрировать процессы достижения социальных и бизнес-целей с целью наиболее полного удовлетворения интересов широкого круга стейкхолдеров корпорации. В результате внедрения менеджмента, ориентированного на создания обоюдной ценности, компании:

- могут достичь более высоких результатов деятельности, поскольку лучше, чем конкуренты используют возможности удовлетворения социальных потребностей стейкхолдеров, формируя их долгосрочную лояльность к своей продукции и бренду (влияние на результативность);
- производят инновационные, качественные, безопасные продукты, которые необходимы обществу, улучшают уровень и качество жизни человека; с такими продуктами компании осуществляют успешную экспансию на новые рынки, или улучшают собственные рыночные позиции на традиционных рынках (влияние на результативность);
- достигают большей экономической эффективности инвестиций, инвестируя в те направления КСО, которые позволяют получить и определенный бизнес-эф-

фект, а не тратят средства на любые проекты социальной направленности (влияние на эффективность);

- ориентируются на достижение целей устойчивого развития, уменьшают издержки в цепочке создания стоимости, экономят природные ресурсы (влияние на эффективность);
- расширяют свой бизнес, увеличивают его доходность, способствуют развитию местных кластеров, часто становятся драйвером экономического и социального развития регионов.

Рисунок 1: Задачи менеджмента, ориентированного на создание обоюдной ценности (SVM)



Таким образом, внедрение менеджмента, ориентированного на создание общей ценности, приводит к трансформации системы управления компаниями и, безусловно, позитивно влияет в целом на институциональную среду хозяйствования. В посткризисный период во всем мире актуальной тенденцией становится не погоня за богатством, а уменьшение потребностей, увеличение заботы о наиболее социально-незащищенных слоях населения, сокращение потребления ресурсов. Концепция «shared value» позволяет компаниям в таких условиях не только не терять своих позиций, но и увеличить стоимость своего бренда за счет его социализации и роста лояльности стейкхолдеров.

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ПОКАЗАТЕЛИ КАК ОЦЕНОЧНЫЙ ИНСТРУМЕНТАРИЙ КАЧЕСТВА УПРАВЛЕНИЯ ИННОВАЦИОННЫМ ПРОЕКТОМ

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Аннотация: *Рассматриваются показатели качества управления инновационными проектами, дается их классификация.*

Ключевые слова: *показатели, методология, качество, управление, инновационный проект*

1. ВВЕДЕНИЕ

Гарантией качества инновационного проекта является наличие оценочной системы. Ее важнейшая составная часть – показатели. Для выбора показателей необходимо методологически определиться, какими они должны быть, какие носить функции, каким образом возможно сочетание показателей, какую каждая группа показателей несет нагрузку, что способна отразить.

2. СИСТЕМА ПОКАЗАТЕЛЕЙ И ПРИНЦИПЫ ИХ ВЫБОРА

Для обеспечения качества проекта необходим постоянный контроль сохранения его целенаправленности. Это можно сделать с помощью показателей, точнее, системы показателей, поскольку показатели должны комплексно отражать все аспекты и характеристики проекта. Наиболее полно показатели проекта представлены в работе У. Тёрка. Он цитирует следующее формализованное определение системы показателей: «Под системой показателей понимают совокупность параметров или способов периодической количественной оценки процесса, подлежащего изменениям, с использованием установленных процедур проведения измерений и последующей их интерпретации, допускающих возможность сравнения с ранее проведенными оценками данного или сопоставимых с ним процессов. Обычно системы показателей относятся к определенной предметной области и справедливы только в ее пределах. Поэтому прямое использование этих показателей за пределами данной области для бенчмаркинга и любых выводов является ограниченным». У. Тёрк считает это определение весьма пространным и дает собственные определения. «Показатели проекта представляют собой способ четкого формулирования целей проекта и оценки полноты их достижения», или еще короче: «показатели проекта – инструмент оценки хода его выполнения» [1]. Показатели проекта представляют, прежде всего, способ оценки его качества.

Существуют определенные принципы, или требования, выбора показателей для оценки качества проекта. Попытаемся сформулировать важнейшие из них.

1. Процесс получения информации для оценки качества проекта должен быть частью процесса управления проектом.
2. Процесс получения информации для формирования и расчета показателей не должен быть сложным, трудоемким и дорогостоящим.
3. Количество показателей должно соответствовать масштабу проекта. Это частный принцип, вытекающий из принципа соответствия (условного принципа-инварианта) и принципа полезности-необходимости. Он нацеливает, что следует применять лишь те показатели, которые действительно необходимы, небольшие проекты не нуждаются в обилии показателей, для крупных проектов число показателей может быть большим.
4. Применяемые показатели должны быть полезными для управления проектами, совершенствования процессов и устранения проблем.
5. Показатели призваны оценивать только те аспекты управления, на которые можно влиять (контролировать).
6. Управление должно быть нацелено на результат проекта (качество), а не на изменение показателей.

Инновационные проекты уникальны, их основные «три кита» – качество, сроки, бюджет. С этих позиций и подойдем к показателям.

По мнению В. Ильина [2], приоритетом при выборе показателей качества в большинстве случаев являются назначение, функции и функциональная принадлежность. Полное и корректное описание этих свойств должно служить базой для определения значений большинства остальных характеристик качества.

3. МЕТОДОЛОГИЧЕСКИЕ ПОДХОДЫ К КЛАССИФИКАЦИИ ПОКАЗАТЕЛЕЙ

Поскольку каждый проект уникален, то универсальной номенклатуры показателей подобрать нельзя, даже опираясь на стандарты, связанные с управлением проектов (отечественные и международные). Можно выделить группы показателей, описать их характеристики с точки зрения их полезности в управлении.

Как правило, все эти группы показателей применяются, однако наполняемость каждой группы показателей, естественно, различна. Помимо группировки показателей следует обратить внимание на их различные виды с точки зрения объективности измерения, единиц измерения, отражения процесса управления проектами и других признаков. Так, Шепелявый Д.А. [3] разделяет показатели по степени объективности на:

- объективные – те, которые рассчитываются количественно;
- субъективные – те, которые получаются в результате использования качественных критериев и экспертных оценок.

В соответствии с его пониманием соблюдение сроков, соблюдение бюджета, содержание работ, степень исполнения требований имеют объективную оценку, а качество результата – субъективную оценку.

У. Тёрк называет следующие типы:

- показатели, имеющие только два альтернативных значения «да – нет» или «успех – неудача» (например, контроль массы изделия);
- показатели, выражаемые в процентах от некоторого значения (например, доля своевременно завершенных работ, предписанных на данный момент времени графиком);
- сравнительные показатели (например, относительные значения характеристик нового изделия по сравнению с аналогичными данными предшественников или сравнительная стоимость постройки (содержания) новой модели по сравнению с существующими);
- числовые показатели (например, среднее число дефектов, выявляемых первичными пользователями во время испытаний);
- показатели типа отклонений (например, разность между освоенным и плановым объемами работ, величина отставания от графика проекта);
- рейтинговые оценки, применяемые как способ сравнения однородных объемов с использованием соответствующей балльной шкалы (например, оценки уровней удовлетворенности пользователей функциональными возможностями и свойствами нового продукта);
- тренды, характеризующие направленность изменений параметров некоторого продукта, процесса или проекта во времени с позиций того, становятся ли они лучше, хуже или остаются на прежнем уровне (например, выяснение того, повышается ли наработка некоторых изделий на отказ в результате проведенных мероприятий по повышению их надежности);
- комплексные характеристики типа инструментальной панели, позволяющие с одного взгляда оценить общее состояние проекта или его составляющей по некоторой совокупности критериев (например, использование цветового кодирования с разными цветами, сигнализирующими о наличии проблем, ближайшей возможности их возникновения, нормальном или превосходном состоянии хода проекта).

Значительный опыт в управлении качеством проектов и оценке качества существует в такой предметной области, как IT-проекты. Выработаны стандарты и разработаны модели, наиболее популярные – на основе CMM (Capability Maturity Model) – модели, разработанной институтом техники программного обеспечения при университете Карнеги-Меллона в США:

- модель зрелости процессов разработки программного обеспечения (Capability Maturity Model for Software – SW-CMM);
- модель зрелости процессов для системного реинжиниринга (Electronic Industries Alliance Interim Standard – EIA/IS 731);
- модель зрелости процессов интегрированной разработки продуктов (Integrated Product Development Capability Maturity Model – IPD-CMM);
- смешанная (интегрированная) модель на основе трех предшествующих (Capability Maturity Model Integration – CMMI).

На втором месте после IT-проектов по разработанности показателей, стандартов и моделей идут строительные проекты, как наиболее древние и достаточно распространенные в проектом управлении. Остальные проектные области меньше демонстрируют стандартность, однако стандарты ISO относятся ко всем областям.

Большую популярность в настоящее время получила технология KPI (Key Performance Indicators – ключевые показатели исполнения - работы, деятельности, по-русски переводят, как правило, как ключевые показатели эффективности). Как считает О. Кулагин, KPI - «это некоторая функция, показывающая зависимость результата работы (выхода) от способов и условий выполнения этой работы, качества и количества используемых ресурсов (процесса). По значениям KPI судят о степени достижения целей деятельности. Это мера, позволяющая прямо или косвенно оценить, насколько мы достигли ту или иную цель» [4]. Популярность KPI обусловлена тем, что с их помощью можно измерять полезный эффект, побочный эффект, затраты ресурсов, затраты времени, соотношение полезного эффекта и затрат ресурсов /времени, то есть главные результирующие параметры, в том числе и проекта. Эти показатели весьма разнообразны, их группы насыщенны и содержательны. Показатели подразделяются на финансовые и нефинансовые, количественные и качественные, индивидуальные и командные, запаздывающие и опережающие, оперативные и стратегические, результативности и эффективности, абсолютные и относительные, функциональные и проектные.

Для оценки качества инновационных проектов интерес представляет еще одна классификация показателей по направлениям изменения предпочтений их значений:

1) позитивные показатели (их значения желательно увеличивать). Для них действует правило «чем больше, тем лучше». Для проектов к позитивным показателям можно отнести: прибыль, число заказчиков, удовлетворенность исполнением проекта, исполнительская дисциплина ит.п. При планировании проекта позитивный показатель (ПП) задают как ПП > Н (больше нормативного значения, или не менее нормативного значения);
2) негативные показатели (их значения желательно уменьшать). Для них действует принцип «чем меньше, тем лучше». Для проектов к негативным показателям можно отнести: объем брака, время выполнения проекта, количество нарушений регламентов, стандартов, правил) и т.п. При планировании проекта негативный показатель (НП) задают как ПН < Н (меньше нормативного значения, или не более нормативного значения);
3) интервальные показатели (их желательно «стягивать» к определенной точке). Для них действует правило: «чем больше или меньше, тем хуже». Для проектов

к интервальным показателям следует отнести: выполнение срока заказа, соблюдение бюджета и др. При планировании проекта интервальный показатель (ИП) преобразуют в негативный и задают как ИП = Н (не больше нормативного значения).

Следует отметить, что наиболее чаще применяемыми группами показателей являются количественные и качественные, а также финансовые и нефинансовые, другие группы важны для исследования, но выделяют их и применяют реже. Кулагин выделяет проектные показатели среди прочих, противопоставляя их функциональным показателям. Во-первых, на наш взгляд, функциональные показатели не целесообразно противопоставлять проектным, потому что управление проектами также предполагает выполнение функций, качество выполнения которых подлежит оценке. Во-вторых, важно ввести иные виды показателей в состав проектных показателей, что вполне возможно и теоретически, и практически.

4. АЛГОРИТМ ВЫБОРА ПОКАЗАТЕЛЕЙ

Выбор или разработка показателей для оценки качества управления проектом и качества проекта, которые отвечают необходимым общим требованиям к показателям проекта и особенностям конкретного проекта, является весьма важным, сложным и порой дорогостоящим делом. Поэтому для формирования компетентности руководителей проектов и облегчения процедуры подбора показателей Институт управления проектами разработал документ по выбору и практическому применению система показателей проектов PM Metrics SIG Newsletter, March, 2005. Несмотря на уникальность проектов, можно выработать подход к выбору показателей. Все наличествующие рекомендации, в том числе и международных организаций, это не догма, и вполне возможно улучшение и совершенствование порядка выбора. Поэтому попытаемся учесть рекомендации, выработанные рабочей группой по системе показателей проектов Института управления проектами, а также рекомендации отечественных и зарубежных исследователей и представим собственную версию модифицированных рекомендаций в виде алгоритма действий по выбору показателей и оценке по ним проекта.

Последовательность действий видится следующим образом:

1. Определение основных характеристик проекта:
   - содержательных характеристик (выходных результатов);
   - сроков реализации;
   - бюджета.
2. Определение информации, способной отразить успех проекта:
   - относительно соблюдения выходных результатов;
   - относительно продолжительности цикла осуществления проекта и своевременности прохождения вех его графика;
   - относительно бюджета проекта с учетом всех внесенных в него изменений;
   - относительно соблюдения технических условий.
3. Определение номенклатуры показателей, необходимой для оценки проекта по его важнейшим характеристикам (содержанию, срокам, бюджету).

4. Определение способов сбора информации, требующейся для выбранных показателей, выявление стоимости и трудоемкости получения информации.
5. Определение порядка получения информации: процедур, сроков, ответственных лиц, инструментов, носителей и пр.
6. Сбор данных и расчет показателей.
7. Ранжирование показателей с целью контроля проекта по наиболее значимым из них.
8. Получение и расчет показателей.
9. Оценка промежуточных/конечных результатов по выбранным и ранжированным показателям. При еженедельной или ежемесячной оценке можно видеть тренды и управлять процессом (проектом).

Показателей, с помощью которых можно оценить качество управления инновационными проектами много и их можно «сортировать» по различным признакам, а также алгоритмизировать формирование системы показателей, соответствующих предмету. Логика исследования предполагает необходимость выделения необходимых групп показателей, характеризующих качество и относящихся к проекту. Методологически будем двигаться от общего к частному. В отличие от описанных классификаций, где проектные показатели выделены в числе других видов, проектные показатели будут выделены нами как наиболее общий вид, согласно интересующей нас теме.

5. ТИПОЛОГИЯ ПОКАЗАТЕЛЕЙ ИННОВАЦИОННОГО ПРОЕКТА

В силу уникальности любого проекта будем считать все проектные показатели показателями инновационного проекта. Далее разделим проектные показатели концептуально на две группы: показатели качества проекта и показатели качества управления проектом. Напомним, что качество проекта отражает его целевой результат. Поэтому показатели качества проекта включают в себя показатели содержания проектов, отражающие отклонение содержания проекта от намеченного (результата), и показатели характеристик проекта, отражающие удовлетворенность потребителей проекта полученным результатом.

Эти показатели, главным образом, подразделяются на количественные и качественные, позитивные, негативные и интервальные.

Управление качеством проекта предполагает достижение определенного результата в необходимые сроки в рамках определенного бюджета. Поэтому эта группа показателей шире предыдущей, посокольку к показателям результата добавляются еще показатели, отражающие сроки выполнения и проектно-бюджетные показатели. Более того, управление функционально (планирование, координация, мотивация, контроль и др.), процессно (во-первых, инновационный проект имеет жизненный цикл, во-вторых, управление требует выполнения определенного порядка работ по проекту). Проектные работы выполняются индивидуально и коллективно, они осуществляются для решения стратегических и оперативных задач, с опережением и запаздыванием. В силу отмеченного показатели качества управления проектами следует подразделить на базовые и процессные количественные и качественные, финансовые и нефинансовые, индивидуальные и командные, опережающие и запаздывающие, стратегические и оперативные, абсолютные и относительные и др. Причем, важность имеет не дихотомическое перечисление, а иерархическое включение показателей средств достижения целей в показатели целей. Так, «три кита» проекта – результат, сроки, бюджет – есть цели. Показатели целей первичны. Эти цели реализуются с помощью функций управления. Показатели функций вторичны. Например, такая функция, как планирование, осуществляется в стратегическом и в оперативном режимах. Показатели стратегические и оперативные третичны. Сам же набор показателей (первичных, вторичных, третичных и т.д.) весьма разнообразен и включает многие виды.

6. ЗАКЛЮЧЕНИЕ

Исследование показало, что качество управления инновационными проектами необходимо оценивать, и оценочная система есть достаточно сложная и взаимосвязанная совокупность инструментария, среди которого особо выделяются показателей. Видов и типов показателей достаточно много, их систематизация, типология, выбор с опорой на принципы и соблюдением определенных действий являются методологическими основаниями управления.

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KNOWLEDGE AND QUALITY AS THE FACTORS OF THE BUSINESS SUCCESS

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Abstract: *The time we live in is complex, business conditions are more challenging and burdened by globalization. Always the question is how to find the solution for the growth and development of the organization in time of transition. The solutions we are using to overcome the problem clearly do not give good results, and they have an impact on economic growth. Knowledge in the economy today is the most important resource and source of competitive advantage. In addition to the quality, knowledge is a new business philosophy of the company and has become a key factor for success in the market; it is the organization's long-term investment rather than a quick way to solve the problem. Because of the need to adapt to rapid changes in a large number of companies, the world adopts the concept of total quality management (TQM). This paper clarifies the concept, importance and quality of knowledge in the modern business environment. The results of the application of knowledge and the quality of the organizations that participated in the development of SMEs in Serbia were analyzed.*

Keywords: *knowledge, quality, globalization, business*

1. INTRODUCTION

If we put an entire era of human existence in a single day, the changes that have occurred in the last 30 seconds are greater than all the previous ones. This time is the era of knowledge. The issue of predicting the future is increasing. History as a teacher of life is no longer reliable. The speed of change is such that any solution that is not immediate – is late, if it is not based on knowledge - wrong, if it was not proven in practice - worthless. Knowledge is an essential factor of economic and social growth and development of each country and occupies the most important resource in a new company that is transforming towards knowledge society. For the purpose of an adequate level of knowledge, a continuous education that is a long process is necessary as the necessity of learning throughout life. Countries that still have a large fund of scientific knowledge, that educated staff in a good way, which scientific knowledge puts in the

function of the development, making progress in developing and coming into a position that, economically, culturally and politically subjugate the less developed and developing countries. That is the reason was why all countries worldwide seek the best opportunities regarding staff education and their inclusion in economic system state. Globalization causes rapid, complex and unpredictable changes that require a new way of organized behavior in solving problems. It means a force that shapes the life of the modern world that includes a society, the economy and education, the technological development, lifestyle changes, etc. Globalization has imposed a requirement that knowledge must be practical and changeable, and the knowledge that contributes to the competitiveness of businesses and creating greater profits.
Modern society with everyday sudden changes both in the economy and in science and technology affect the development of each individual, its position and role in society, and thus shaping of the modern society with new needs. All these changes require constant study and acquiring new knowledge, skills, values and attitudes, i.e. new competences of individuals. New demands of society cannot be achieved through traditional solutions but requires new approaches. Market globalization had impact on intensification and growth of competition. Improving the quality of business is an imperative of the modern market, a built-in concept of quality is one of the most important factors influencing the placement of products on the domestic and international market. Improving the quality of business is becoming a major factor in achieving competitive advantage. The quality of business is based on the improvement of productivity and knowledge. Edwards Deming (in the early fifties of the last century) found that when quality is improving – the productivity improves too. This interdependence of business quality and productivity is called “chain reaction”. If we analyze where our economy is today, we must ask ourselves how to overcome differences in the business models that exist in today’s world and in our country, in order to ensure the competitiveness of the products of the world economy, and the solution and the answer is the application of knowledge and the introduction of quality management. Thus, we give the answers to two important questions of **what** and **how**.

2. KNOWLEDGE AS THE FACTOR OF BUSINESS IMPROVEMENT

Awareness of the importance of knowledge, its function, and the need has risen in recent decades. Practice shows that some needs are outdated, some resources are exhausted and that new needs arise. Therefore, the world is moving towards recognizing that knowledge is an important resource, and the only possible factor that provides solutions to optimize existing condition. Although knowledge awareness is not raised at a significant level, the fact there is significant efforts in this field is encouraging. What IT was in the last century, exactly that is the knowledge today. Knowledge is important because it unites the policies, goals, and practices creating a whole. It provides information on the effectiveness of operations, processes, outcomes, and the environment. There are two types of knowledge (Murray, 2000): *Explicit* knowledge that can be expressed in a formal language and exchanged between individuals, and can be used by anyone; and *implicit* knowledge, i.e. personal knowledge. It is personal and it is expressed through individual experience and abilities of individuals. It includes the skills and intangible factors of creativity, innovation, personal beliefs, perspectives and values.

In addition to many other definitions of knowledge, it allows every individual and community to cope with reality. It provides the knowledge on the cause, functioning and predicting events. Bertrand Russell argues that knowledge appears in the form of observations, beliefs, memories, habits, beliefs[1], scientific knowledge[2], and expectations[3]. Russell says, "Knowledge is true belief." It is different kinds of knowledge: knowledge of the facts, the knowledge of the general relationship between facts, theoretical knowledge, practical knowledge, general, individual, impersonal, personal, immediate, knowledge by description. Today, the value of the company is not only the value of the property, but the value is based on the knowledge, skills and intellectual property that reside in the people. Today, knowledge is seen as a strategic resource with a reason. The resource cannot be consumed in time, but obtains value. Knowledge is a strategic role in shaping the future[4]. The developed world has an opposite strategy regarding the underdeveloped countries that discuss what to do with it when achieve it. It can provide answers to many questions in the areas of social and economic life, in order to avoid wandering and failures that increasingly moving away and return. Strategy on the use of knowledge is a prerequisite for the development of modern society. For an understanding of business strategy, it is not enough to know only the views and beliefs of top management on business activities, but also to analyze what the company does, the extent to which there is agreement or difference between positive and normative, which in reality is expressed as the difference between the adopted strategy and strategic actions. Product-market approach strategy refers to how firms compete with their products and services. Approach to strategy based on resources starts from the fact that the company provides factors necessary to create the core competencies and skills as a basis for developing and maintaining competitive advantage. The difference between the current situation and what the company must do, provides us with the picture of strategic defect. When the lack of strategic is noticed, it is usually the potential lack of knowledge. It is always a gap between what the company must and what can do to compete, but also the gap between what a company needs to know to perform and what the company actually know. Based on the strategic knowledge and future options, organizations can identify areas of the various categories of existing knowledge that can be match their expectations. The result is a set of possible lack of knowledge, but sometimes organizations may even know more than necessary in order to maintain the position it has. In any case, the strategy of knowledge must emphasize any lack of potential regulation. The following table (O'Sullivan, 2008) a parallel between lack of knowledge or business is given[5].

In recent decades in our country big changes that arrived unexpectedly occurred, which had a profound impact on changing the living conditions of a large part of the population. Some of these changes have caused genuine shocks at the societal and individual level. There were changes in social and property relations, as well as in political pluralism. After the shock, a period of transition and the requirement for the introduction of European standards comes.

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[1] Based on fantasy, interest, repetition

[2] Theoretically based and practically applicable

[3] Form of belief and confidence in a causal relationship

[4] Vera Krmpot, „New Economy – Knowledge economy", *International Journal of economics & law*, vol. 2, no.4, pp. 60-65

[5] O'Sullivan, K., (2008), *Strategic knowledge management in multinational organizations*, Information science reference, New York, Hershey

The world today is moving towards a society based on information and technological development, thus improving the human knowledge. Future economic growth is inconceivable without knowledge. Therefore, it is an important factor in the transition countries to use, constantly improve and develop partnerships between education and the economy in line with the needs of a market economy. Successful organizations today realize that learning and acquiring new knowledge is a precondition for success. Although we live in a world with more knowledge-based products and innovative technology, that is not in the databases, software programs or books - these are just information. It is in every individual who generate knowledge, increase it, apply, and teach others. It can be used for personal gain, benefit society or abused. The transition to the knowledge society is the goal of the European Union (Lisbon Strategy, 2000) and puts man to the center of attention. Expenditure on education as a percentage of GDP shows how a country treats education as compared to their overall allocation of resources. Expenditures on education are the most important investments of the state that can facilitate rapid social growth, raise productivity, contribute to personal and social development and reduce social inequality. Without going into further analysis of geographic and topographic characteristics of others, the greatest value of Serbia is in human resources.[6]

Table 1: Lack of knowledge derived from the alignment of the strategic business lack

The current state	The lack	The future state
What the company knows	The lack of knowledge	What a firm must know
What company is doing	The lack of business	What the company must do

3. QUALITY MANAGEMENT AS THE FACTOR OF BUSINESS IMPROVING

New knowledge and technologies, new information and communication capabilities, global view of the competitiveness of the market and the possibility of loss of international competitiveness impose new business conditions that have to be adapted by all companies that want to survive. Only organizations that continually work to improve their performance can count on to survive and even improve its position in the global market. In today's business environment, quality is an important aspect of the company to adapt to changes. Today the question is not the introduction of quality, its improvement as a priority task for the management of all organizations and institutions, but the needs to realize the overall quality of life of people. Because of the need to adapt to rapid changes, a large number of companies in the world adopt the concept of total quality management (TQM). The emergence of a modern quality management is linked to the United States. The second stage of development is called quality control. The main difference is that the goal of the second phase is to identify and eliminate the causes of quality problems. Quality control is based on the following principles: no production without measurements, no measurements without data, and no data no analysis, no analysis without feedback and corrective actions. Time has changed and the responsibility for quality, so the quality management is the key to improving competitiveness in the market. Quality is considered characteristic of the product or service that meets the requirements.

[6] Radosavljević, Ž. *Menadžment znanja i (li) znanje u menadžmentu*, Centar za edukaciju rukovodećih kadrova, Beograd 2008

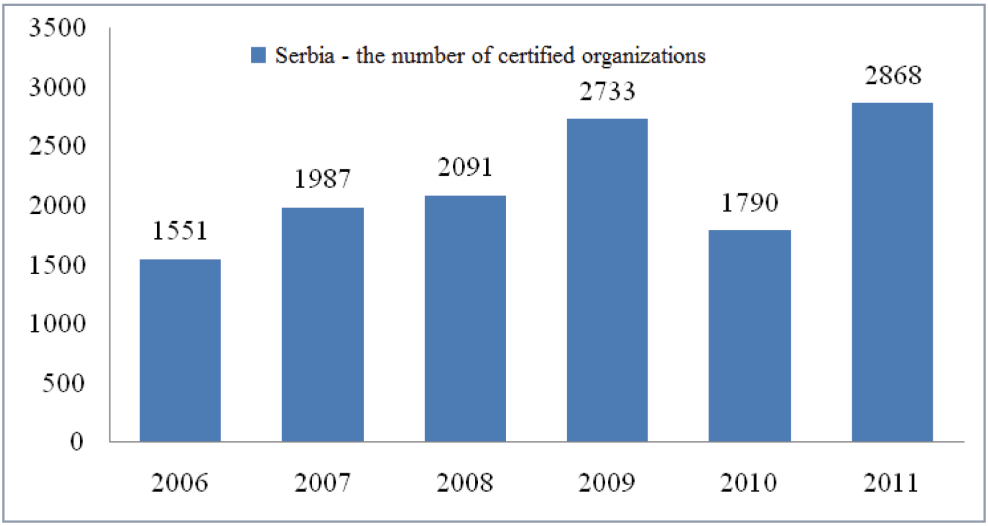
The term quality means meeting the needs of individuals and society as a whole. Quality in the broadest sense is the everyday human needs of present and future development of the entire human society. In different regions and countries of the world, quality is differently defined, so for example in Germany, the quality of the product is when it is consistent with the specification, in Japan, the quality is perfection and in America, the quality is when something works. The role of quality today is irreplaceable. Management through quality system can delegated the powers and responsibilities to the persons authorized for quality but not for the project. It is not enough just management decisions about initiating a project to establish a quality system, it takes its active participation in all phases. ISO definition - quality is the extent to which a set of inherent characteristics fulfills requirements. Quality product meets ***defined or expressed needs***. The quality of the contemporary economy is viewed from the aspect of management. Quality management should enable the improvement of the quality of the entire business enterprise. The key to success is to achieve an optimal price-quality ratio based on the continuous improvement of business productivity. Holders of improving the quality of business are all employees and up to the top managers. Employees create quality business productivity based on their knowledge and work. Each individual employee must be responsible for its performance and productivity. Improving the quality of business is the basis for the improvement of all factors influencing the competitiveness of companies in the international context, (concretization and improvement in all areas of marketing, innovation, human resources, financial resources, physical assets, productivity, social responsibility, profit). Changes resulting from the development of quality are given in the following table:

Table 2: Changes made of quality development

From non-systematic access	Towards systematic access
Errors are common	Errors are caused by poor performance
Errors can be removed	Errors can be prevented
Quality must be paid	Quality is free
We must act operatively on quality	We must act on quality by the long-term activities
The quality control cares about the quality	The whole company cares about the quality
To improve quality by introducing new technologies	To improve quality by constant improving
The emphasis is on the production volume	The emphasis is on the quality
Training for the task	Continual learning – everybody are responsible for the process

According to the latest report of the International Organization for Standardization (ISO) have been issued 2868 certificates of conformity with international standard ISO 9001. On the chart, you can see changes in the number of issued certifications in Serbia since 2006 to data from ISO.

Graph no. 1: According to the latest report of the International Organization for Standardization (ISO)



Companies that want to opt for quality must start from the application of the quality management system (ISO 9001:2000), the environment (ISO 14001) and health and safety at work (OHSAS 18001). These systems make the gradual construction of TQM (Total Quality Management). TQM implies that the quality cannot be produced but it is managed. The point is that TQM has to be focused on quality, with the participation of all members of the organization, aimed at achieving long-term success through the satisfaction of all members of the organization and society. A prerequisite for the success of TQM is management's willingness to put the quality of the environment in all activities of the organization and to confirm their example. Modern TQM has enabled development of the business philosophy in which the company, and all internal production and business processes striving to one goal, i.e. to continuously improve its structure and performance.

EFQM Excellence Model was introduced in 1992. The creator of the EFQM excellence model is a European organization in Brussels (European Foundation for Quality Management). EFQM Excellence Model consists of nine criteria, five of which enables the organization to achieve excellent results (leadership, policy and strategy, employees, vendors, resources, and processes) and four shows the results (with respect to employees, customers, and society and key performance). The value of the EFQM model lies in the fact that directs the organization, provides a tool for its constant self-examination, progress, and achieves quality work in all nine criteria, at pace that suits the organization. For the estimation of the level of excellence, there are mechanisms in the form of a matrix of points and self-assessment. Specifics of the EFQM is - self-assessment, - Scoring per reached stage (approach, scope, measurement and learning, results, achieving goals, steady progress and trends at least 3 years) - compared to the competition and the best ones.

Table 3: Differences between organizations with and without TQM

Organizations without TQM	**Organization with TQM**
Orientation to manufacturing	Orientation to customer
Measurements of the results based on opinions	Measurements of the results based on facts
Activities are focused on methods and tools for quality improvement	Activities are focused on the objectives
Amateur leadership	Professional leadership
Training for quality is done only for employees as a function of the quality	Training for quality is for all employees
Intuitive goals without measuring	System approach for establishing goals
Short-term views on the strategy, mission and vision	Long-term view on strategy, mission and vision
Sporadic and unsystematic problem solving	Chronic problems are systematically identifying, analyze and solve
Reactive acting to the problems	Preventive acting to the problems
Individual involvement	Inclusion of and participation of all employees

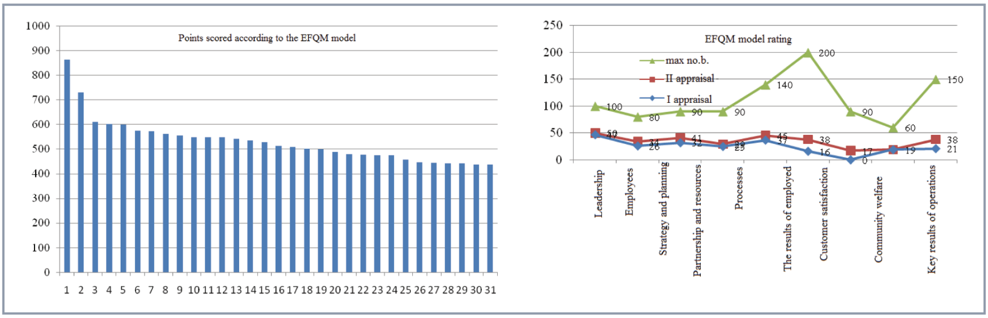
The principles of the EFQM model: - The focus on the results - to develop real factors, - Focus on customers - to recognize them (all) - Leadership and consistency - management based on facts - to collect and analyze them, - The development and involvement of employees - motivation - Permanent learning, innovation and improvement - for everything - Developing Partnerships – to identify all the partners - Social responsibility - toward their social environment.

4. THE RESULTS OF APPLYING THE EFQM METHOD IN PRACTICE

The need and the obligation to apply the quality management system are no longer limited to large manufacturing companies. New conditions and the demands placed before the small enterprises from all economic, but also non-economic activities. These requests come primarily from the market, but the owners who want to make business based on modern principles recognize the needs. However, the specificity of small organizations, which are reflected primarily in the limited financial and human resources, often make many services in the field of application of the quality management system inaccessible to such an organization. This primarily refers to the necessary financial resources and time for the training, consulting, internal costs of program implementation and more. Recognizing the fact that the introduction of quality systems in the SME is a specific form of work, which requires expert knowledge and engagement of consultants and to establish the system up and running to provide initial results, it is often abandoned just because of misunderstanding of the company management and their belief that the processes and established system can function by inertia.

During the 2007-2008, according by program of developing chains of local suppliers that is part of the promotion of investments in Serbia program (SIPP) funded by the EU, realized by the European Agency for Reconstruction (EAR) and implemented by FIAS – a part of the World Bank in collaboration with the Serbia Investments and Export Promotion Agency (SIEPA), with the participation of 99 organizations from Serbia.
There is a space for improving the organization being assessed for which the knowledge is necessary. The results achieved can be significant basis for quality improvement in the future. The problem arises if the organization management is lost or the importance of models for survival and improving the organization it is not recognized. Based on the achieved results of the second round of programs, conditions were fulfilled by 31 organizations judged by the EFQM model. Each criterion is weighted in accordance with the experience of more than 200 companies that are valorized the specific weight of each criterion based on their business. The results in the evaluation by 31 organizations was given on the Graph 2, and out of that number, one organization was separated on the Graph 3

Graphs 2 and 3: The results of the assessment by the EFQM model made by the Serbia Investments and Export Promotion Agency (SIEPA)

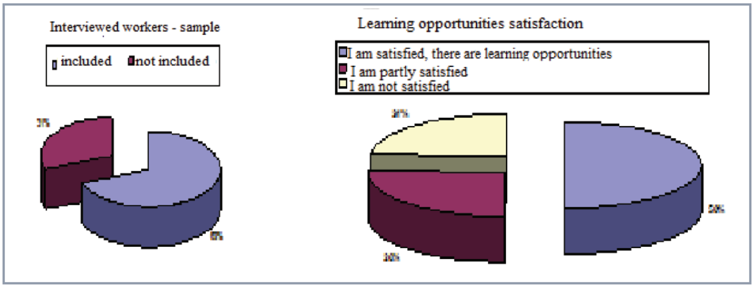


During the implementation of the ISO 9001:2000 quality management in the organization engaged in the production of furniture and woodwork, an anonymous survey was done during which workers spoke on the issues presented in the survey. Asserting workers in terms of opportunities for learning and progress is 50% satisfied, 26% partially satisfied and 26% were not satisfied, which reflects the significance of learning in the organization. Graphs 4 and 5 illustrate the number of surveyed employees and their satisfaction with learning opportunities.

5. RESUME

The knowledge represents the power and the fact based on which operations between successful and unsuccessful companies differ. Due to this fact, very important factors of any organization are the employees and especially management and its expertise. In the economy, a qualified worker has a crucial role. Today, the value of the company is not only the value of the property, but the value is based on the knowledge, skills and intellectual property that reside in the people. New knowledge and technologies, new information and communication capabilities, global view of the competitiveness of the market and the possibility of loss of international competitiveness impose new business conditions that have to be adapted by all companies that want to survive. Because of the need to adapt to the rapid changes, it is necessary to adopt the concept of total quality management. Holders of quality improvement must be all employees, from the top management up to the employees. Improving the quality of business is the basis for the improvement of all factors influencing the competitiveness of companies internationally. Companies that want to opt for quality must start from the application of the quality management system, the environment and health and safety at work. These systems make the gradual construction of TQM. TQM implies that the quality cannot be produced, it is managed. The point is that TQM has to be focused on quality, with the participation of all members of the organization, aimed at achieving long-term success through the satisfaction of all members of the organization and society. Respecting knowledge and the quality, every organization includes itself in the global competition in order to survive and to improve its business, which is very important for the society and the state. Practical experience shows to this problem is not encompassed in a sufficient way, there are young and qualified people on the labor market who are not involved in the economy, are not agents of changes in organizations. However, we are caught in a situation of SMEs that the decision makers - do not have the necessary knowledge, those who know do not make decisions, and no one cares about the opinion of those who doesn't work.

Graphs 4 and 5: The results of the survey, the number and percentage of workers included by the sample and declaring on the opportunities for learning and advancement within the organization.



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[4] www.biznisvodic.net/poslovanje/.../4705-iso-standardi-u-srbiji.html
[5] www.iso.org/ ISO - International Organization for Standardization

CRIMINAL ACT
UNAUTHORIZED POSSESSION OF NARCOTIC DRUGS

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Abstract: *The modern human development is characterized by continuous growth of different socialpathological phenomenas, among which, in particular, with serious consequences stands out drug addiction. The use of drugs threatens the individual, his or her mental and physical health, his immediate and extended family, the community. Given the consequences that drugs cause, it was necessary to respond to the international and national levels. There are made numerous of conventions that regulate narcotic drugs and their incrimination. Our country is by ratification of international conventions agreed that in its criminal legislation bring a certain number of criminal acts, which incriminate narcotic drugs, which was done by laying down three of criminal acts: „unauthorised production and circulation of drugs", „enabling the taking of narcotic drugs" and „unauthorized possession of narcotic drugs."*
In the first part of this paper author describes specific types of drugs that act on the central nervous system, and after short or long-term use causes a state of physical or psychological dependence. Further exposure is related to analyze crime act „Unauthorized Possession of narcotics," its term determination, object of protection, execution action, punishable criminal sanctions.

Keywords: *criminal act, possession, narcotic drugs, and criminal punisment.*

1. INTRODUCTION

We see that we live in a time in which abuse of narcotic drugs has become a global problem that burdens the criminal legislation of almost all countries. It's almost become commonplace to hear on the news that an individual or an organized are performed criminal acts in the area of narcotic drugs. Due to the increasing proliferation and misuse of narcotic drugs, it is generally accepted that the unauthorized production, possession, transport and use of narcotic drugs, must be subjected to the control of the authorities and institutions. The first country to incriminate the use narcotic drugs is India in 1778. th year. The next state to legally regulate this field in 1898. th, were the United States.
It was necessary to react on the misuse of narcotic drugs, nationally and internationally. At the international level were concluded three conventions governing this issue: Convention on Narcotic Drugs in 1961. th, the Convention on Psychotropic Substances in1978. th. The UN

Convention against illegal trade of Narcotic Drugs and Psychotropic Substances in 1988. th.[1] By ratifying these conventions, our country these accepted solution has incorporated into national law by prescribing three criminal acts related to narcotic drugs:

- unauthorized production and circulation of drugs;
- enabling the taking of narcotic drugs, and
- unauthorized possession of narcotic drugs.

In the criminal legislation of developed countries, which is, after all, a tendency in our criminal legislation till adoption of Criminal Code in 2005. th, there is a perception that for the drug abuse is not responsible. It is seen primarily in the legalization of soft drugs in the Netherlands and Belgium. However, with the entry into force of the Criminal Code of Serbia,[2] in our country there is a stricter attitude towards this issue and sanctioned only even for a Possession of drug narcotics.

2. SHORT OVERVIEW OF SOME NARCOTIC DRUGS

The word drug comes from the Arabic word dova - remedy.[3] It was first written in the fourteenth century in an English yearbook Novem balas de drogges de spiocerie. Thousands of years ago people were using some type of narcotic plants as medicine or they were used in religious rituals. They were not aware of the consequences. Many, unfortunately, are not so today.

Narcotic drugs and psychoactive substances are called differently depending on the speaking area. So there are the following names: addicting drugs (English), stupefiants (French), narkotičeska funds (Russian), rauschgift (German), etc. In our language are used to express drug, psychoactive substance, a psychedelic substance, intoxicant, and so on.

Definitions of drugs are nonconforming. According to the World Health Organization, a drug is any substance which, entered into organism, may modify one or more functions. According to another definition, the narcotic drug is meant that kind of substance used medical or non-medical, and has properties that entered into the human body, cause mental or physical, or mental and physical addiction.[4] Inherent in it, the drug addiction means a passion for taking drugs. The World Health Organization predicts the classification of drug that is still valid. There are seven types of drug addiction: morphine type, barbituric-alcohol, cocaine, cannabis-type, amphetamine, floor type and hallucinogens type.

Opium is a type of drug used since BC, drug for which wars have been fought. Because of its characteristics is used to relieve pain. Opium is drinking, eating and smoking. Most are made in the form of bread. It is injected intravenously. Drug addicts lie in silence, all in their fantasies, separate from the world and always have a desire for a fresh dose.

Smoking gets weaker effect, which is usually given only if the smoker is at rest. A common symptom is depression. Morphine is its best known alkaloid. Symptoms of abuse are in the

1 Jovašević, D. Krivično pravni aspekt zloupotrebe opojnih droga. Beograd: Bilten Okružnog suda u Beogradu, 2001., str. 45.

2 Službeni glasnik RS, broj 85 /05, 88/05 i 107/05.

3 http://sr.scribd.com/

4 Bukelić, J. Droga u skolskoj klupi. Beograd: Velarta, 2002., str. 22.

form of pain, vomiting, insomnia, delirium, loss of appetite, high fever, pale and dry skin, weight loss etc. Death is caused by overdose and due to sensitivity of the body to morphine.
Heroin is used as a medicine for morphine quitting. Heroin is a white powder, no smell, bitter taste. Heroin entries in the body by smoking, sniffing and injections. Of all the drugs heroin is the most abused, 25 times stronger than morphine. Sudden death is due to respiratory depression or heart failure, and the death can happen even for the only one consuming. Heroin is a drug with a high risk of creating dependency.[5] Quickly cause mental and physical dependence. Symptoms are tearing, nausea, yawning, muscle pains, vomiting, restlessness. It causes many diseases: hepatitis, syphilis, tetanus, tuberculosis, skin infections, etc.
Hashish is obtained from Indian cannabis (from the Arabic حشيش).[6] Mental disorders of its use vary of complex personality. Occur the symptoms of exhaustion and compassion and after occuring perception disturbances, emotional inhibition. The skin becomes red, glowing eyes,dilation. In overdose may occur collapse and coma. **Marijuana** is obtained from Mexican cannabis. Most often smoke has a pungent and strong smell. Under its influence senses become more sharply defined. As a consequence occurs nervousness, irritability, weakness of memory.
Cocaine is a powerfully addictive stimulant that directly affects the brain,[7] drug that is obtained from plant Eritroxylon coca. Intravenous intake effects occur at the moment, causing a feeling of unlimited intelligence and power, the drug addict does not feel the need for food or sleep. Does not cause physical dependence, but it causes the strongest mental dependency of any drug. Consequences arise in the form of paranoia, hallucinations, accelerated pulse rate, coma, even death. **Amphetamin**e (street names: Speed, qiuckly)[8] is stimulant of the central nervous system. Symptoms of his abuse as dilation, blurring of vision, high temperature. Quickly creates a physical dependency. Abrupt discontinuation of its use leads to suicidal behavior. LCD-25, a drug very fast action, fast, addictive, drug addicts under the influence of its believe they are other people or even animals. While it consuming occur reactions in the form of insanity or even death. One of the more recent drug is ecstasy (English term for fervor, trance).[9] It is similar to amphetamines, resulting in a good mood and confusion, disorientation. Death occurs due to an overdose, increased temperature, dehydration and heart failure.

3. UNAUTHORIZED POSESSION OF NARCOTIC DRUGS

The Criminal Code of the Republic of Serbia passed in 29. 09. 2005. th, provides for two criminal acts in relation to the issue of drugs as well as punishment for their offenders. Article 246. predicts a criminal act called „Unauthorized production, possession and distribution of narcotic drugs.“ Article 247. provides criminal act under the title: „Enabling the use of narcotic drugs.“

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[5] http://www.znanje.org/
[6] http://sr.wikipedia.org/
[7] http://www.novine.ca/
[8] http://www.ne-droga.org/
[9] http://www.stetoskop.info/

In modern foreign legislations there is a tendency for the decriminalization of possession of drugs for personal use. Also, it is a position that represents a number of our scholars. However, on the contrary, the Criminal Code of the Republic of Serbia in the first part introduces criminal act of Article 246. and nauthorized possession of narcotic drugs for personal use, then this action to Act on Amendments to the Criminal Code of 31.08. 2009. th[10] incriminates a special form of criminal act named "Unauthorized possession of narcotic drugs" (Article 246. a).

The act consists of unauthorized possession of substances or preparations which are declared as narcotic drugs in small quantities for personal use (and Article 246. a, paragraph 1.).[11]

Object of protection is the health of people and the object of attack are natural or synthetic substances or preparations which have been declared to be narcotic drugs, which act on the central nervous system, and after a short or long-term use causes a state of physical or psychic dependence so that because of the sudden cessation of drug intake in the body, the organism performs abstinence crisis.[12]

Execution action is composed of unauthorized possession of narcotic drugs. It is state, factual authority over substances or preparations that are declared as narcotic drugs, therefore contrary to the provisions of the Law on production and trade of narcotic drugs[13] and the Decree on the narcotic drugs and psychotropic substances[14]. In addition to unauthorized possession of narcotic drugs, the act of execution comprises two elements: a) a small amount of drugs, b) keeping the drugs for personal use.

In regard to the content, there is a stricter punishment. Earlier provision of the Criminal Code of the Republic of Serbia (Article 247.)[15] under which the offender who narcotic drugs held for own use may be released from punishment, gave the argument in one part for not punishing such persons, their release through acts of small importance, and if it would not be the place, the law has opened the possibility of release of punishment.[16]And today's provision of the Act Amending the Criminal Code also provides the possibility release from punishment, but it is prescribed the ability of pronouncing a fine or prison up to three years (Article 246. paragraph1.). [17]Otherwise, even with this stricter, can be expected that the courts will continue with the practice of releasing offenders of the crime over the Institute of acts of small importance of , which has also been expanded and now includes those crimes for which is prescribed a imprisonment up to five years.

Offender can be anyone, but it is in most cases drug addict. In regarding the guilt, intent is required. Offender who reveals from whom he purchases the drug may be released from punishment (Article 246. a, paragraph 2.),[18] consistent with the view that the offender of the easier crime act who cooperate in detecting offenders of larger crime acts are punishing by less

[10] Službeni glasnik RS, broj 72/2009.
[11] Ibid.
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punishment, because it is about large organizations, and the goal is „to come up big beast". On the other hand, the drugs will be confiscated (and Article 246. paragraph 3.)[19], whether an offender is sentenced, whether it is released from punishment.

4. CONCLUSION

Drug addiction is one of the biggest threats to today's society, a phenomenon that is spreading rapidly among people of all ages. There is no exact information about the number of drug addicts, it is estimated that today that number exceeds even 150. million people, mostly males. In the world, age limits moves down, and according to some statistics, among drug addicts 30% of the population is under the age of 12. Not necessary to emphasize how much and what kind of drugs have negative effects on the human body.

As we see in our society are largely represented repressive measures. We should not forget that a successful fight against drug use can not exist without good preventive measures. It is necessary to adopt a national strategy for the fight against drugs, except for preventive should be provided good measures of rehabilitation and treatment of drug addicts, as well as the continuous improvement of legislation. First of all, you need to do to prevent people from coming into contact with narcotic drugs and use them. And this is the goal which we must all be engaged. States must cooperate with each other and assist each other, especially the rich to the poor. In this struggle must be involved experts from various fields of science, and even financial professionals and experts. Not necessary to mention that in this region there is a large „dark figure" to discover.[20] Removing the financial strength of organizations dealing with drug abuse is one of the key steps in prevention of these occurrence.

However, even knowing all the hazards which consuming of opiate drugs carry and the weight of announced sanctions against the consumers, it can be noticed in practice that the doers of these crimes are being lightly punished. Simply, law of panishment and the policy of courts should be more strict. The people must believe in maxim that crime never pays.

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CORRELATION OF THE SOCIAL ENVIRONMENT WITH THE PARAMETERS OF QUALITY MANAGEMENT IN MANAGING ENTREPRENEURSHIP

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Abstract: *Social environment for the development of entrepreneurship is most favorable in developed countries. This is because, in terms of entrepreneurship, the environment in terms of general economic conditions is significantly more favorable and stable than environment in the transition and in particular in developing countries. Entrepreneurial oriented managers in transition and developing countries must take into account Exposed assessment, particularly in the establishment of sales, capital, and collaborative relationships with partners from the developed countries.*

Keywords: *social environment, management, entrepreneurship, management*

1. RELATIONSHIP BETWEEN ENVIRONMENT AND ENTREPRENEURSHIP

Starting from the fact that each market is the dependent variable in relation to the requirements and development of a specific social environment, which, in turn applies to the relationship between market and entrepreneurship, this relationship stems from the position at which the functioning of the market determines the social system to which it belongs. In this context, relative to the market, entrepreneurship has the character of the dependent variable - which in turn means that its operations and development determines the specific community. For these reasons, our and every other entrepreneur should know the general relationship between entrepreneurship and social environment, because social environment with its legislation and the needs for products and services have a decisive effect on the establishment and operation of businesses. Accordingly, in relation to increasingly intensive international exchange of goods and services, our entrepreneur, basically, has to know the nature of this relationship not only in our country, but also abroad (Figure 1).

Figure 1: Correlation of the environment and the entrepreneurship

2. INTERNATIONAL ENVIRONMENT AND ENTREPRENEURSHIP

According to the current characteristics, the international community as an environment in which entrepreneurship is achieved, usually divided into:

- Developed,
- Transitional,
- Undeveloped

Developed countries have a leading role in the established international economic and political relations. Its leadership position realize primarily through the exchange of goods and services with the transition and developing countries. Through this exchange, with a smaller share of work, developed countries exchange their products/services with higher quality and level of processing for the products/services of other countries whose quality is at lower levels of processing. In addition, using its scientific and technological advantages, developed countries and their business entities are in a position to enhance the non-equivalence of the exchange.

This exchange could be realized:

- Directly
- Using regulations of the International Organization for Standardization and the Economy, and
- Through the so-called multinational companies

All this, in fact, cause and dictate applied scientific-technological advances in developed countries that through time have gained a significant advantage.

That is why, under the influence of a highly developed science and technology, enterprises in developed countries are faced with the rapid obsolescence of the equipment and the need for more intensive professional adaptation of employees to achieved technological transformations.

In the function of realizing profit function, developed countries could in various ways (through the sale of commodities, capacity building, technology sales, joint ventures, etc.) to penetrate the market of transition and developing countries. Of course, it is necessary that account managers businesses in less developed countries have that in mind and that in particular cooperation with partners from the developed countries, stress and assess their comparative advantages.

The advantages of the developed countries are primarily reflected in the field of all kinds of businesses, within which:

- Provide a simplified procedure for the establishment of the company,
- Many tax exemptions,
- Various possibilities of obtaining favorable loans,
- Rich supply of business ideas, etc.

Social environment for market development and entrepreneurship in transition countries is unfavorable. This stems from the fact that countries in transition, including our country, have a negative legacy from the perspective of the market economy, especially when it comes to:

- The levels of applied technologies,
- Construction of ownership,
- Treatment of entrepreneurship

They are now characterized by the reforms of economy and adequate organization of social relations - which many difficulties accompany, especially when it comes to the establishment of capital and technological relationships with entities of developed countries and the penetration of the world market. This situation is even worse in developing countries where efforts are made to reduce the techno-economic gap between them and developed countries.

3. DOMESTIC ENVIRONMENT AND ENTREPRENEURSHIP

The current environment of entrepreneurial activity in the country is fundamentally complex. It is currently characterized by unfavorable legacy caused by the long duration of international economic sanctions, war, etc. In such circumstances, the reached stage in the economy is very difficult, primarily due to:

- unresolved ownership,
- narrow market
- outdated technology,
- low level of utilization of available capacity,
- large scale of redundancies,
- undirected entrepreneurial management

This condition, initiated by the transition process (privatization of social capital, the creation of attractive conditions for the inflow of foreign capital, encouraging the establishment of small businesses, etc.) is difficult to overcome.

In order to inform better current and potential entrepreneurs, it is necessary that the effect of local environment be in relation to the key factors of potential and actual entrepreneurship. The structure of these factors includes:

- preparing potential entrepreneurs,
- selection and testing of business ideas
- financial support of the founder,
- simplifying business registration,
- providing start discounts, and
- professional help in managing core business

Government and specialized services assistance in preparing entrepreneurs to start a business is insufficient. They should include checking personal characteristics of persons interested for entrepreneurship and help supplement their expertise in this area, which is the practice of developed world. In our country, no state organizations or specialized services are doing that. Therefore, potential entrepreneurs are left to themselves, or their own subjective measurement of entrepreneurial traits and abilities. The situation is the same in the field of education of potential entrepreneurs. Therefore, the potential and current entrepreneurs use the necessary entrepreneurial skills that are acquired individually from scarce resources. Recently, local publishers more frequently publishing research papers on entrepreneurship, and we can see the emergence of organizing seminars (especially for the development of a business plan).

Providing data banks on active business ideas for interested potential and current entrepreneurs, as an important way of promoting entrepreneurship in the developed world is followed by the problems consisted of:

- disorganization regarding generating business ideas by state,
- lower availability ideas to interested entrepreneurs,
- rare information about the ideas, etc.

Financial support for the founding of entrepreneurship is also a stimulating factor. Lead role in this must have country through the organization of its own funds. They should support certain commercial financial institutions. However, in the domestic practice, due to the scarcity of accumulation, financial and operational support for the founding of entrepreneurship is practically negligible. This situation discourages entrepreneurs, which is why they often do not pursue implementing real viable business ideas.

Registration of new and existing companies usually follows complicated and costly administrative procedures that take a long time and, as such, particularly discourage potential entrepreneurs. It is true, that some entrepreneurs are helping professional services (lawyers' offices, etc.), but they are not able to quickly and efficiently overcome a multitude of obstacles within the registration administrative authority (commercial courts and administrative authorities).

Providing tax and other reliefs to start-ups is currently an international trend, which takes into consideration the lack of domestic legislation. On the contrary, international experiences suggest that the first two or three years are critical for the survival of the business of the new company. Therefore, our legislators should exclude to start-up companies of paying taxes in the early years, but also many other fiscal duties (sales tax, inventory and personal income tax, customs duties, etc.).

External expert guidance in running just established firms is also an important factor for their survival and successful development. This service should be provided by the specialized services to assist the professional development and consulting. Professional assistance for the registration and bookkeeping, as the consulting services for marketing and financial consulting, etc. should be provided. The conditions of presented factors or our environment, through which it affects the enterprise as a whole, can be described as very delicate. Such a situation exists in other countries in transition.

4. MANAGING ENTREPRENEURSHIP PARAMETERS

4.1. The necessity of managing entrepreneurship

Each market entity has its own mission and goals. The realization of these settings is the need to manage the market entity. More specifically, the market entity requires an adequate management (board of directors and the governing body union that makes the so-called administration), whose mission is to their competence achieve key interests of that entity using its authority and acting. These interests and objectives of the enterprise market come down to maximizing profit in the long run.

4.2. The essence and the definition of management

The function of entrepreneurial business management (or managerial functions) has the main task to lead and motivate employees so that they effectively implement major objectives of the subject. In this function, modern management is based on appropriate structuring of the authority in managerial decision-making and the dominant position occupies the decentralized model of decision-making. Effects of management in the enterprise business are continuously exercised in internal and external conflict of interest. The interests include the internal desire of management to maximize profits, which also interferes with the interests of customers to that pay less for products and services. A modern management solved this problem by training and changing its products, which, as a rule, is related to the new investments. That is why managerial subjects may not strictly insist only on profits, but also the survival of the company.

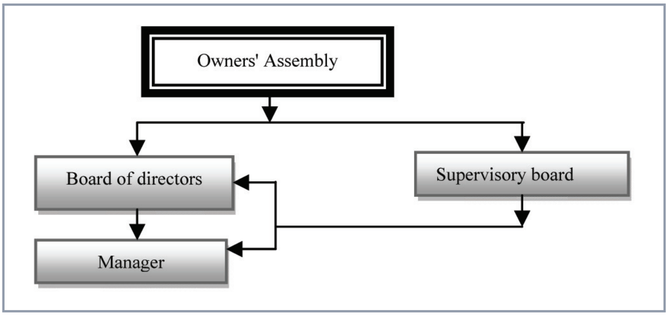
Current literature uses various definitions of management in the enterprise business. Among them is probably the most appropriate one according to which management is defined as the input to achieve business goals (entrepreneurs and others) through other concerned parties. In this regard, it determines the inner factors (people and funds) in the function of realization of the final goals of the company. In this sense, it determines the internal organization of firms that activates and coordinates by adoption certain business decisions.

4.3. Management authorities

In order to achieve a greater efficiency, the management of the enterprise is articulated on two complementary functions: administrative, and managerial. Administrative office is first implemented by business owners and managers engaged in exercising leadership (managers). Accordingly, the current legislative and practical experience have led to the situation that management function performs assembly of the owners with the help of an administrative body (board of directors). The company manager is governing authority (director), who is assisted by a smaller or a larger number of lower managers as his associates. In this context, as already noted, the unity of board of directors and management is called authority – in essence, corresponds to the management of the firm. The following diagram (Figure 2) shows the authorities of multi-ownership management firms.

When it comes to the owner' assembly, it is consisted of chosen representatives by numerous owners. In the case of a small number of owners (e.g. to 30) our legislation allows that they are all members of the assembly. However, if the number is decreasing (e.g., up to 10), the assembly does not elect its executive and supervisory board itself but performs this function. The company's assembly, as the supreme body of mostly indirect management, performs most massive control activities, which include in particular making and changing the statute, the determination of business policy, the adoption of the report on operations, scheduling and covering the losses of profit, changing the structure of the initial capital, the choice of the management and supervisory bodies, etc.

Figure 2: Management of the enterprise (medium enterprise)



The board of directors is the executive body of the assembly, and it is primarily responsible for preparation of parliamentary decisions, election and removal of directors, the adoption of certain by-laws, business connections and significant contracting, authorizing larger entrepreneurial activities associated with investments, etc.
The supervisory board is responsible for the legality of the company, executing parliamentary decisions, examining books, etc.
Director, as a person authorized for the continuous management of the companies in a particular mandate, exercise virtually all business decisions of the assembly and its agencies, and takes care about the legality of the whole of the company.
Its main tasks are reduced to:

- representation of the company,
- implementation of decisions of the assembly and the board of directors,
- organization and control of the whole process,
- adoption of systematization,
- admission and dismissals, etc.

Depending on the size and complexity of the company, a part of their powers and responsibilities can be transferred to a number of its associates (lower managers). For his work, the director is directly responsible to the board of directors, and indirectly to company’s assembly.
All these comparisons within management are valid for large businesses with numerous owner structures. However, with a reduction in the number of owners, management authorities are necessarily reduced, and there are two cases.
In the first case, where the number of owners ranging from 2 to 10, the function of management immediately realize owner’s assembly, provided that the impact on its decision-making depends on the property rights of individuals. In such a small number of owners, the assembly directly elected directors among its members or from the environment, which direct and control the work.
The second case, in which the owner of the company appears as one person, applied management can have an integrated or differentiated form.
Integrated management form is one where the owner operates and manages the company, where he, as an individual performs the functions of the differentiated management bodies. This function is very direct and the person who realizes it must have certain traits and general knowledge.

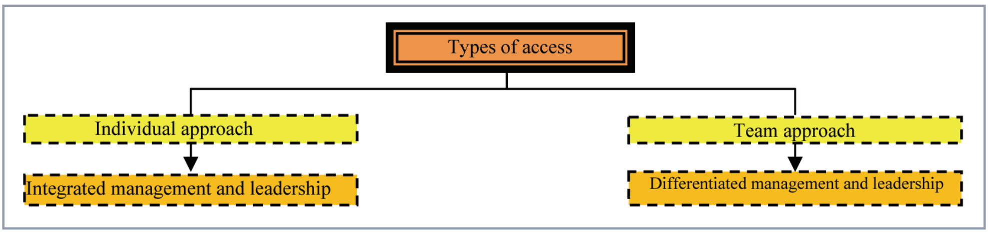
Differentiated managerial function represents a situation in which a singular owner of the company reserves a management function, and the function of leadership is entrusted to professional manager.

4.4. Approaches of management

A certain process that guides the managerial authorities characterizes management of entrepreneurial business. In practice, there are basically two approaches to managing entrepreneurship, namely individual and team.
Individual approach to management was referred to a case in which a singular owner as an individual performs all managerial jobs (entrepreneurial and executive). This approach is present in smaller companies (enterprises and shops), which leads to their full or majority ownership. This approach is also called the venture, a company in which it happens to be classified in entrepreneurship. However, such a classification is wrong because it implies that larger firms that are not managed by a team are not entrepreneurially oriented - which certainly is not true. Entrepreneurial function in this management approach, as previously discussed, performs the owner - manager as an independent contractor.
Team approach to the management of entrepreneurial business makes the situation in which managerial jobs are differentiated in management and leadership. It is mainly used in large companies with numerous meetings of owners. It should note the mistake according to which such companies are called managerial, from which it is possible to draw an incorrect view that in market conditions are companies that have no manager.
The following diagram (Figure 3) shows an approach to the management of entrepreneurial business.
During the economic growth of the enterprise, especially when it goes from small to mid-sized enterprise, implicitly there is a need of replacing individual with team management. A manager begins to lose control of established businesses and has the following options available.

- To stop the further growth of the company, allowing it to retain full control over its operations,
- To continue with individual managerial performance, regardless of the increasing difficulty in controlling and directing the development of a growing company,
- To sell the company and thereby avoid independent resolving of the new problems that occurred in its upward trend, or
- To include professional managers in the business, keeping the management function for itself

Figure 3: Team approach to the management of small or medium-sized enterprise



Among cited options, the least favorable one is where a singular owner and manager continue with the same approach to the management company, even though it grew from a small to mid-sized category. In fact, in this situation, the owner, as a singular controller and manager, continues to control and direct all processes in the company. However, because the scope of these processes is rapidly surpass individual powers of their control, frequent failures in applied management are obvious, and the implicit drop of the operating results. This often happens in the so-called family businesses in which the singular owner, together with adequately allocated members of family in the inner company insists on maintaining its leadership position in the company, no matter that company in the meantime enlarged.

Successful resolution of the problem through the separation of managerial control functions in the process of transforming from the small to the medium company depends of owner's awareness of the situation and his willingness to share its full authority and responsibility with the professional managers in new circumstances. Most owners accept with great effort the separation of a single management control and managerial functions, and that is why in practice are often the cases of a singular running the company, which results in the weakening of the applied quality management and the subsequent fall of the company business results.

4.5. Management areas

Since the earlier made division, areas of action for management in the enterprise business include:

- creating business management, and
- business management

As already noted, the first area relates to the choice of a particular business idea and consequently the establishment of an adequate business, while other includes monitoring and directing the implementation of a specific business. Of course, both of these areas, as complementary, should be adequate to cover the entrepreneurial-oriented management. Comparatively speaking, the two areas differ in particular by job content, the schedule of implementation, duration and implementers.

From the standpoint of the content of managerial jobs, area of creating business is characterized by making decisions about:

- Market research,
- Selection of the best business ideas,
- Development and acceptance of the business plan,
- Providing conditions for the realization of the planned business

The resultant managerial tasks make organizing and controlling the implementation of the above-mentioned managerial activities.

On the other hand, in the field of business, the content of managerial activities primarily comes down to control, evaluation and correction of internal and external factors and established business processes.

According to the order of realization, in the entrepreneurial business, business is first created and then realized. However, the implementation itself is an area in which entrepreneurial-minded management constantly strives, through certain internal creation, to streamline and improve business constitutive factors. This applies in particular to applied marketing, an established technology and organization structure of the engaged employees, etc. Therefore, we can say that at the beginning of a new business, a management of the company first performs creating in general, and then continually strives to improve the established businesses through partial creations.

In terms of the duration of the observed field, it should be noted that the creation of a business is usually much shorter than the duration of its achievement. The only business creation in practice usually ends in a few days or months, while achieving the established business can practically take an indefinite period of time (from one year to several decades).

Finally, in terms of carriers of the managerial activities, it should be noted that in the business creating, the management authorities are collaborating extensively. Beyond that, in the area of business exercise, management works continuously, while the management functions are expressed through periodic activities.

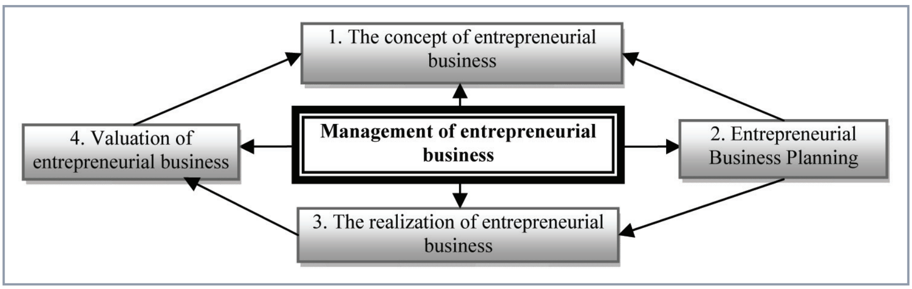
4.6. Cyclicality of entrepreneurial business

Cyclical control of entrepreneurial business stems from cyclicality of the leadership and duration. In terms of management, it is already noted that any business venture is first created and then realized. On the other hand, its duration is always temporary, and it is directly related to the so-called life cycle of selected products/services. Hence, the conclusion according to which the duration and conducting of entrepreneurial business is of the cyclic nature, and therefore its management must also take the form of cyclicity.

When it comes to the life cycle of entrepreneurial business, it should note that products must be offered to the market as brand new or already established ones. In this respect, the very first new product first increases then stagnate and then they record falling sales.

In doing so, the management of the company should continuously monitor the market and to adapt to its changes. It is particularly delicate the issue of new products or services placement, where in the first phase of their sales it is necessary to make specific marketing efforts. In addition, the board of directors must constantly worry about adjusting the selling prices of their products/services to market conditions i.e. on timely abandonment of these products/services with the trend of lower demand, and whose prices are significantly closer to selling prices. Market-worn duration cycle of a particular business cycle is replaced with modified products/services, which confirms the general cyclicality of entrepreneurial business.

Figure 4: Scheme of entrepreneurial business



Cycle management of entrepreneurial business, according to an earlier division includes the creation and implementation of a specific business. Creating a may be further divided on the design and planning of business, while achieving articulates the implementation and evaluation of business. These four cyclic and complementary phases in conducting business are also subject to the management of entrepreneurial business throughout its life cycle – i.e. from the moment of its conception to the moment of leaving.
Cycle management scheme of entrepreneurial business appearance (Figure 4).
The exposed managing phase of each entrepreneurial business in the profitable implementation period is a matter, which a management of concrete market entity is dealing with, and hence the further consideration will be focused on the processing of each of these phases - which practically covers the whole field of modern entrepreneurial business. Such a process approach to the study of entrepreneurship has been chosen because it reflects the systematicity in the most efficient and in that way; it is possible to overcome weaknesses and fragmentary mosaic observations of entrepreneurship, which is mentioned in the much of the entrepreneurship literature available today. At the same time, considering the cycle of entrepreneurship through its guidance implicitly provides with all the answers about the life cycle of concrete entrepreneurial business - which leads to the comparative conclusion that quality management cycle directly affects the duration of entrepreneurial business.

5. RESUME

Started transitions in the former socialist countries in the direction of market economy construction and the adequate regulation of social relations are certainly exhausting and difficult, but our transition process is further burdened by the consequences of sanctions and war. In this sense, in the shortage of initial capital, entrepreneurs need to put emphasis on its business education and selection of appropriate business idea that suits their finances, rather than expect that insecure foreign capital will automatically resolve the issues of personal and family existence. Our entrepreneur, therefore, must turn to activating its own resources (personal and material), which state should facilitate and encourage with its regulatory measures.
In its essence, the necessity of entrepreneurial business management, which boils down to the actions of management, stems from the fact that each market subject is a complex organization of the material and subjective factors that must easily be taken in order to achieve a particular goal. These factors are heterogeneous in nature, while the task of management is to bring them into the function of achieving certain socially useful production or delivery of needed services whose effects valorize particular market. Otherwise, if engaged manufacturing/service factors are not coordinated through management in relation to the ultimate goal of the undertaking, the effects would certainly be dysfunctional and ineffective. Therefore, the factors involved in the actual production/utility work should certainly be arranged in a suitable system of mutual relations and coordination, which can only be achieved through the establishment and operation of appropriate management.

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EDUCATION, DISCOVERING AND SUPPORT TO YOUNG ENTREPRENEURS IN SERBIA

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Abstract: *This paper is an attempt to calling for attention to the entrepreneurial potential of young people and emphasize on stimulating the educational institutions and government stimulus. Through several examples of good practice from Europe and the environments in fostering entrepreneurship, this paper points to the possible courses of action in case of Serbia. In addition, domestic initiatives and recommendations to encourage entrepreneurship in Serbia were represented, of which is expected to provide the expansion of the entrepreneurial spirit, but also the creation of a new attitude towards solving self-employment and survival.*

Keywords: *self-employment, youth entrepreneurship, entrepreneurship in education, a unique center for youth entrepreneurship*

1. INTRODUCTION

In the world, it is common practice that entrepreneurship is seen as a solution for employment and creating new jobs, profits, development of the local business community and economic incentives while youth entrepreneurship is unjustly neglected and left outside the attention of researchers. Youth entrepreneurship is left out of the focus of policymakers, employment and competitiveness, and the potential that brings the young to entrepreneurship as the basis of the career, so the level of activity to initiate that choice and support policy measures and strategies is very low. In our country, not enough attention is paid to this area, which could be seen as a solution to many economic and social problems. The importance of entrepreneurship for economic recovery and dynamization of available resources, both human and material, demands more attention of researchers and policy makers to be paid to young people from all groups, but especially the students, so that they become subjects of opening a business based on new ideas, high technology and observed market trends. It is necessary to emphasize that the entrepreneurial spirit, supported by the young people through increased creativity and

willingness to take risks, is not identified or used as a key resource or infrastructure that has been developed to give support to achieve that.
This paper deals with the potential of youth entrepreneurship and necessary mechanisms for its instigation. Spreading the spirit of entrepreneurship and the creation of a new attitude towards solving the problems of employment and livelihoods, which is one of the leading economic and social scene in Serbia, will be based on the examples of good practice from several European countries and the environment, as a recommendation to encourage entrepreneurship in Serbia.

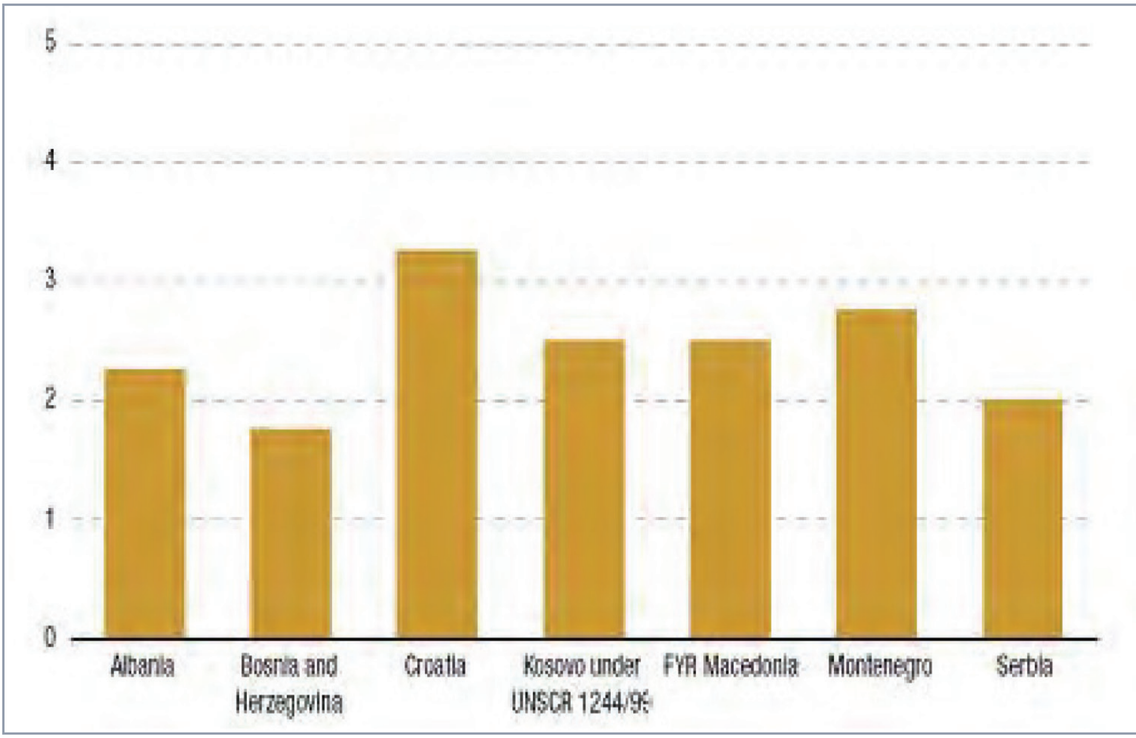
2. YOUTH ENTREPRENEURSHIP AND OPENNESS OF THE LABOR MARKETS

The situation in the Serbian labor market is, to say the least, disturbing and far worse than the EU average, while the employment rate is far lower than envisaged by the Lisbon strategy - 70% [1]. In the youth population, indicators are particularly devastating, because while the overall unemployment rate of the working population in 2005 was 21.8%, the youth unemployment rate was 47.7%. Although young people in all European countries have problems entering the labor market, in Serbia they have less success in the labor market than elsewhere in Europe. Unemployment rates are high worldwide, but youth unemployment in the Balkans is almost four times higher than the EU average. In most countries, the education system and lack of employment are considered the main culprits. For example, in Bosnia and Herzegovina, the Central Bureau of Statistics says that in 2011, the 55% of people between 15 and 30 were unemployed. Macedonia's state statistics agency says that 52.5% of those between 15 and 24 were unemployed. The similar situation is in Greece where the unemployment rate for persons under 25 years old is 51.5%. In Serbia, that figure is 50% and is increasing on a daily basis.
A World Bank survey from 2006 [1] shows that their employment at low level, and that half of young people who are interested in finding a job are not able to accomplish that. The unemployment rate for females, age 15 - 24 is as high as 52%. The same survey also testifies that almost 80% of young people work for wage, while only 8% started their own business.
Serbia's unemployment rate in April 2012 was 25.5 percent, which is 3.3 percent more than in the same month of 2011. The lowest rate is in the Belgrade region (22.7) and highest in Eastern and Southern Serbia (26.9) [2].

3. EDUCATION AND ENTREPRENEURIAL TRAINING

There is a great initiative for the introduction of entrepreneurship in the education system. Although research has shown that young people who leave the education system are more responsive to the development of entrepreneurship, will not only thinking about starting their own business, but in case that they decide to work in existing companies, will demonstrate greater efficiency and contribute to better business enterprises, the level of entrepreneurial education is low [3]. Training and education of entrepreneurs is still in its infancy in the region and at a higher level of education. Entrepreneurship in secondary schools appears only in rare pilot projects of the uncertain duration and uncertain funding. At the universities, the vast majorities of curricula educates students and prepare them for work in large companies or those founded by someone, and entrepreneurship is taught and students are motivated to independently launch a business on just a few subjects in the curriculum. There is an initiative of the Faculty of Management to pay attention to the study of entrepreneurship in early years, while technical colleges in its almost have no entrepreneurial subjects. Many other colleges are lacking this essential part of the entrepreneurial initiatives in education and thus driving spirit of students from different fields of education. Finally, the data of the European Charter for Small Enterprises [4] in the last two analyzes (2009, and 2011.) placed Serbia under the average in SEE when the level of entrepreneurial education is concerned.

Figure 1: The level of entrepreneurship education in South East Europe [4]



4. EXAMPLES OF GOOD PRACTICE

Unemployment stimulates young people to leave the country in search of better opportunities abroad. For example, in Serbia, 63% of students say they would like to leave the country, making it second in the world by the "brain drain". [5] The transfer of knowledge is not the only or the most important role that universities play in entrepreneurship. Programs at universities in the field of entrepreneurship must have as many goals such as the driving force of the development of entrepreneurial motivation among students, organizing training students for starting their own business (planning, networking, sales, finance, etc.), development of entrepreneurial skills necessary to detect and use provided opportunities. There are many examples of projects that are successfully dealing with these issues at universities across Europe, and the most interesting examples among them are:

1. An example of good practice - Corvinius University Budapest, Hungary [7]
Corvinus University of Budapest in 2004 started the program to support the students in order to enable them to start work independently and on new ideas. The goal of the student's spin-off model is the application of gained theoretical knowledge and its transformation into ideas that meet the requirements of the market. In addition to financial incentives to start the businesses, students receive mentor support, which greatly helps the development of the company over the next year.

2. An example of good practice - Macedonia [8]
8 years ago, Youth Entrepreneurial Services (YES) was founded in Macedonia. The center deals with the problems of young adults in various domains. The aim of this youth center is to create new jobs for young people, as an impetus for economic development. Attracting young people, their education and training in the field of entrepreneurship, their connections with business partners in order to involve the competition and the creation of IT industry, as the leading industry in Macedonia are basic operations of YES center since establishment in 2004.

3. Example of good practice - Research Center Vienna, Austria [7]
All participants in this project/contest are undergraduates of the University of Vienna. Contestants are usually students who are in their final year. The competition includes plans to start its own firm. The purpose of the competition is to motivate students to work not only on the development of a good business plan, but rather to train them to work in multi-disciplinary teams which results in multiple benefits - from potentially good ideas to implement certain business incentives to entrepreneurial innovation and visualization of own quality in the eyes of experts.

4. Centers for youth entrepreneurship
Many universities in Serbia recognize the deficit of entrepreneurial potential of young people and they have introduced a number of entrepreneurial subjects. These are mainly private schools that follow the global trends in order to first introduce the necessary innovation and attract the target clientele - the students. They recognized the need for an incentive to solve the problem of unemployment and the realization of existence, however, results in encouraging students to start their own entrepreneurial ventures have not shown results, and almost did not become active until now. Therefore, it is necessary to launch an initiative to establish a single Youth Entrepreneurship Center at the level of the republic with the participation of all public and private universities, to organize a kind of ***brainstorming****, where it would be possible to present the highest quality ideas and projects in the field of entrepreneurship and the best would be rewarded and subsidized for implementation under the mentorship of experts in the area of interest.*

Center should become an example of best practice in the field of entrepreneurship and creating new ideas and companies through the development of new business ideas among young people with high education. The goal of the Youth Entrepreneurship Center is to help young people to start their own businesses through:

- Entrepreneurial training,
- Business plan competition,
- Business incubator for companies created by students

The success of the center would be reflected in stimulating entrepreneurial spirit within young people by providing them with modern and well-equipped facilities for work, providing mentoring services for all aspects of creating and running a successful business and partnership and support of the provincial and central government institutions.

5. RESUME

Entrepreneurship is the central fulcrum of the socio-economic development of any country. Entrepreneurship is especially important for Serbia and the neighboring countries, where there is a high rate of unemployment in general and the youth unemployment is expressed. We need to empower young people to consider entrepreneurship as an opportunity for themselves, as the option to be able to provide future for them and secure livelihoods for their families. Promotion of entrepreneurial culture and entrepreneurial mindset are the part of the strategic documents and policies of most European Union countries, as well as our country. The characteristics of the entrepreneurial spirit - creativity, openness to new and different, a willingness to take risks and continued personal development - are traits that society must nurture and encourage. [9]

In the changed social circumstances (transition of social systems) of particular importance is that young people, especially highly educated young people, are trained to adopt new values and a new spirit of the times, which include the development and expansion of entrepreneurial spirit, pro-active and innovative attitude to solving problems. It should be borne in mind that entrepreneurship is the main driver of innovation, competitiveness and economic growth in an environment, and that many recommendations of the European Union are aimed at the early inclusion of entrepreneurship in the education of young people. There is no other way out of the crisis in which the global society is other than focusing on youth empowerment and entrepreneurial competencies that are essential for self-employment, but also very relevant for the employees of any size company. Lisbon Agenda from 2000 recognize the enterprise as a “new basic” skill necessary for all to live and work in the knowledge-based society, which was proven in the past decade.

Education in entrepreneurship must be treated as a crucial since the early stages of the education system, it is necessary to intensify action in the following areas:

- Raising the entrepreneurial spirit and the creation of new skills from an early age through the educational system;
- The development of business-specific modules into the curricula in secondary and in higher education;
- Promotion of the success of young entrepreneurs;

- Greater incentives from the state, and creative and feasible entrepreneurial ideas and realization,
- Forming of the Youth Entrepreneurship Center at the level of the republic with the participation of all public and private universities

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THE POTENTIAL OF INVESTMENT FUNDS IN THE REGION OF SOUTH-WEST BALKANS

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Abstract: *Investment funds (IF) are one of the most important institutional investors on the financial markets. Despite the great interest in the world, open-end funds in the southwestern Balkans are not able to attract enough attention of domestic investors.*
This paper aims to confirm the necessity to develop the existing and new Funds so that they can become an alternative financial source for the development of the national economies and the business (real sector) as an alternative to existing financial institutions.

Key words: *Investment Funds, Financial Markets, Development, Southwest Balkans.*

1. INTRODUCTION

Investment funds (IF) are one of the most important institutional investors on the financial markets. In the world at the end of 2007 the amount of funds that were managed through these funds exceeded 26 trillion U.S. dollars. That same year in the U.S.over 13 billion U.S. dollars were engaged in IF. As a result of the financial crisis, and a fall in prices of securities, as of 01.2010 in World the amount leveled to just over 22 trillion U.S. dollars.
Despite the great interest in the world, yet open-end funds in the southwestern Balkans are not able to attract enough attention of domestic investors and the fact that there are wide variations across markets in the region. Legislation regulating this segment of the capital market in most coutries of the regionf has been passed in the year 2000. However, the first investment management companies were established much later (which trigerred many changes in the Law for investent funds in some countries in the region).
In the case of Macedonia and Serbia, this industry (as it is now defined) is at the very beginning of development. As of 01/3/2010 in Macedonia operate 4 companies that manage 6 investment funds with a total volume of assets approximately 3 million U.S. dollars. Comparing the situation in Macedonia with several countries in the region and the world, Macedonia is at the bottom with only one euro per capita investment in mutual funds, which is largely a

result of of the late establishment of the first funds and also, due to the financial crisis, which did not meet the expectations of investors yields.
Unlike the Macedonian funds that managed in 2010 about 1.8 million, the IF in the region showed much more rapid growth trends. In Slovenia managed funds achieved assets nearly equal to it's GDP, or approximately 25 billion. At the end of 2007 Croatia has surpassed the number of 100 IF and their trade capitalization has reached more than 4 billion euros. In Bosnia and Herzegovina IF trends were also positive and reached 11 IF quoting on the Sarajevo Stock Exchange (SE) and 13 on the Banja Luka SE.
Based on the above, this paper aims to present the state of the IF on the markets in southwestern Balkans and confirm the necessity to develop the existing Funds with priority so that they can become an alternative financial source for the development of the national economies and the business (real sector) as an alternative to existing financial institutions.

2. REGIONAL INVESTMENT FUNDS

Positive experiences with IF exist mainly in more developed EU countries iand the U.S.. In the more developed member states, the size of the assets managed by IF is approximately equal to ther GDP, and in some of themeven exceed the same. In Central Europe, their assets represent an average of 20-25% of GDP per country, while in Romania and Bulgaria, which enterd the EU in 2007., the amount of assets in IF is almost 10% of their GDP.
In Slovenia, which is one of the newer EU member states, the managed assets of IF are almost equal to its GDP, with assets of nearly 25 billion euros. The first IF's in Slovenia were established in 1992. and in just 15 years, their performance is comparable with other more developed EU countries.
The trend of rapid growth of the number and assets volume of IF's, is evident in almost the entire region of the southwestern Balkans. In 2008, in Croatia, the number of IF exceeded 100 a market capitalization of more than 4 billion. Bosnia and Herzegovina also does not lag behind, with 11 listed on the Sarajevo Stock Exchange and 13 listed on the stock exchange in Banja Luka. In Serbia and Montenegro there are already ten investment funds in each country.

Investment Funds in Macedonia

In 2007., in the R.of Macedonia the first open-end IF were established. However an evident rise was recorded in 2008, with the establishment of three fund management companies, managing a total of four IF: Two funds by KD; two by Sava Invest, and one by My Fund. The current level of IF's is decreased in number and assets as a result of the crisis and underdevelopment of this financial industry in Macedonia. Two general characteristics follow the funds in Macedonia; different levels of return due to the different investment strategies of IF in terms of their portfolio diversification; and the low volume of accumulated assets which in 2009 reached only 2.5 million US dollars, or less than 0,5% of it"s GDP- compareed to the average of10-15% on a EU level.
In the case of Macedonia, we note another paradoxical situation, due to the fact that private funds accumulate and equity of about 14 million euro, or 10 times more assets than open IF.

Investment funds in Croatia

Compared with other Western Balkan countries, Croatia has been a leader in the region both in terms of the number of funds and assets, according to HANFA- the Croatian Securities Commissions. As per the published data, in 2010, the managed amount of assets by IF has reached about 1 billion euros

A significant IF ‘s assets growth is evident in the period of 2005-2007 based on the high-growth of Croatian and world markets. On a national level, contributors in this direction, was the high level activity of the capital market due to the sale of the pharmaceutical company Pliva, and the public shares offering of INA, as well as the sale of the Croatian telecommunications giant – Hrvatski Telekom. In 2008, as the result of the downturn of the global markets, the Croatian capital market entered into a recession, so that the assets of IF’s from the record 4 billion eur in 2007 were reduced to 1.8 billion euros, and hence, investors lost over 2 billion euros.

The current status of IF in Croatia is still good, although their number decreased from 103 to 100. More importantly, showing the level of development of IF is their diversified strategy in terms of types and strategy. All though, originally the IF were dominated by money market funds, today there are an increasing number of shareholder and balancing funds, which are taking the lead, but only in terms of value of assets, and not in quantity;

Investment Funds in Serbia

As in the case of Macedonia, Serbia’s IF faced two paradoxes; late enty; bad timming- overlapping with the global and european financial crises; and lack of know-how, i.e. insufficient number of certified portfolio managers, which is one of the mandatory requirements in the process of registration for IF management companies. Official start of IF was in 2006.when the first two funds were registered - Delta and Fima. This investment novelty attracted considerable attention in public, thus in 2008 IF achieved results far above other financial institutions, trigerring further substantial growth of assets. In 2010, the financial crisis caused a dramatic decline in IF activity along with other companies quoting on the BSE (Belgrade Stock Exchange).

Currently, in Serbia the total assets of IF amount to 5.5 million euros in 14 operating funds with a structure: 8 shareholdings, 3 balancing and 4 currency funds. A positive trend is the establishemnt of non - currency funds (missing on Macedonian capital market), with a solid return of above 10%, above the average banking interest rates. Along with these, a positive performance is noted in the balancing funds whith an average growth of return of 30% on an annual basis

3. CONCLUSION

Despite some market variations in this region (from Croatia to Macedonia), it is a general fact that open-end funds in the southwestern Balkans were unable to attract enough attention to domestic investors. The reasons for the poor performance are categorised as follows: late IF legislative adoption in comparison to other “transitional countries”; bad timming in start-up of IF in light of the global investment crises; lack of knowledge and hesitation on the side of investors in terms of their potential.

Finally, it is a priority, to develop the Existing Funds, as well as to initiate the creation of new ones, because of their potential as an alternative form of savings for private and corporational investors, on one side, and a financial source for the development of the real sector and the overall economy, as an alternative to the existing financial institutions, on the other side.

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PUBLIC-PRIVATE PARTNERSHIP AS A MODEL OF PRIVATE FUNDS INVESTMENTS IN HEALTH CARE

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Abstract: *The aim of this paper is to underline the potential and very close relationship between the need for rapid development of the economy and services and the need for public sector investments, and the challenges of the inventiveness of all service sectors, particularly in health care which needs new equipment, and on the other hand a high number of unemployed in all levels of health profession education. The necessary change in the structure of service providers in terms of impact on the quality and price of services from the aspect of legal possibilities of a new way of regulating relations between citizens as service users, state (local government) and providers of services-products. The basic assumption is that there is no economic environment that will encourage the entrepreneurial spirit, investments and better services for citizens without a comprehensive public sector reform and changes in property relations in health care, in the domain that can operate according to commercial criteria. With this paper, we would particularly like to draw attention to the possibility of finding a solution that will connect reform activities in the field of public institutions and services through public-private partnerships, but with the necessary and required permanent care of the protection from the challenges of the conflicts of interest and in the interest of clients and the public funds.*

Key words: *the public sector, privatization, public-private partnership, the health care system*

1. INTRODUCTION

Increasing the competitiveness of services in the private and public sectors should be sought within the modern development model in the framework of Serbian legislation. Change of the current model of privatization under the provisions of the Law on Privatization from 2001 is necessary, given the changed circumstances in which the state, society and services (public sector) found themselves after the outbreak of the economic crisis, with all the weaknesses demonstrated by privatization of the existing model, and large political and professional disagreements on models and principles of public sector privatization. On the other hand, the state will find it progressively harder to pay off current liabilities in public services, and there will be no resources for the procurement of new equipment and investment; social tensions will be more widespread, the economy increasingly burdened, and state funds running low. What measures can be taken by entities in health care to assist health care itself? The only possible answer is – the public sector reform, as well as the reform of health care as its significant part, is possible through new models of public-private partnership.

The public sector has significant influence on the overall operations of the Serbian economy. The health care sector, as a social sector in Serbia, now has a monopoly position. All of the above have an impact on the overall cost of health care institutions and, on a larger scale, the standard of living. Through its low efficiency and high cost of health care system costs, public (government) sector transfers the negative impact through relatively higher prices for their services to the entire state budget. [1]

Keeping the public sector at the current level of efficiency and the status of property will undermine the effects of privatization of the social sector, as well as the development and competitiveness of the private sector. Hence, the privatization of the public sector in health care is the condition for the successful privatization as a whole, but, most importantly, for the quality of health services. Privatization is not over until the public sector is privatized. With the privatization of the public sector, the conditions will be met for a successful and comprehensive transition to a market economy in all areas where it is possible. The end result should be a cheaper and more efficient government, and a much better health care system, by improving competitiveness as one of the basic principles. [1]

2. THE CURRENT SITUATION IN THE PUBLIC SECTOR AND ITS COMPETITIVENESS

The public sector and health care will not be able to meet the development needs of the society in the future, both in terms of quality of services and their size and type. Continuous use of funds, the need for higher wages regardless of the flow of funds, rapid obsolescence of equipment and other resources, and the lack of funds for development inevitably lead to a state that will threaten the basic functions and the existence of the field. [2] In addition, the permanent removal of irrationality and inefficiency in the sector is not possible without privatization. With the privatization of the public sector, the efficiency of health care will increase, but also the efficiency of the entire field. The integration process toward the EU includes the involvement of the public sector, particularly large clinical centers, and their privatization, at least in certain segments, is a prerequisite for participation in this process and successfully staying in it. [2] It is necessary to start the process of health care restructuring and accelerate it through several steps:

a) - Separation of business that can go on the market from the core business in which state funds will be a preferred form of financing, and which had a negative impact on total costs.

b) - Rationalization of the number of employees, along with appropriate social programs funded by the budget of Serbia.

c) - Financial restructuring and consolidation, as a condition for financial stabilization, improving financial structures of institutions and providing room for bigger investments in development and modernization. It should not be expected that the technical and technological restructuring will be completed from its own resources. This requires huge resources that cannot be provided by the current performance of the faltering economy, and neither by the budget of the Republic of Serbia or the budget of local governments.

e) - Defining fees for services individually.

In the public sector, particularly health care, we have illogical phenomena that do not occur in the economy with private capital. Total number of employees increases, because the numbers of patients and services users increase even when the production does not increase, therefore, the revenues in the funds are not growing. The only real barrier to such irrational behavior is privatization and the existence of private property in this sector. Administrative control of public sector wages always falters under the pressure of compromise in politics, at the expense of quality improvement and acquisition of new equipment, which means development.

Due to the lack of proprietary motivation in health care, there are constant pressures on wage growth and they occasionally escalate into general demands supported by all employees in health care.

With the existing level of efficiency, health care in Serbia is unable to participate in the integration process of the EU, or to withstand the pressure of foreign competition on local health care (contracting health services in Turkey, Austria, etc.). [3]

3. A LEGAL FRAMEWORK FOR THE ESTABLISHMENT OF PUBLIC-PRIVATE PARTNERSHIP IN HEALTH CARE OF THE REPUBLIC OF SERBIA

Due to the great importance, complexity and the number of participants in PPP projects, the European Commission has passed Guidelines for Successful Public-Private Partnerships in 2003, and Green Paper on Public-Private Partnerships and Community Law on Public Contracts and Concessions in 2004.

Based on these guidelines, the states of the EU have created a legal framework for PPP, which usually consists of laws on PPPs, Concessions and Public Procurement and their bylaws. [4]

The Republican and local authorities in Serbia may contract PPP projects in accordance with the provisions of several laws governing the selection of the private partner, the establishment of a public-private partnership, the award of the public contract and delegating conduct of its affairs to legal entities and individuals.

Health Care Law was published in the Official Journal of the Republic of Serbia, no. 107/2005, 72/2009 – state law 88/2010, 99/2010, 57/2011 and 119/2012. This law regulates the health care system, the organization of the health service, social care for the health of the population, the public interest in health care, rights and responsibilities of patients, health care of foreigners, the establishment of the Agency for accreditation of health care institutions in Serbia, monitoring the implementation of this law, as well as other issues of importance to the organization and implementation of health care. [5]

Health care is an organized and comprehensive effort of the society with the aim to achieve the highest possible level of health protection of citizens and their families. Health care, in terms of this law, includes the implementation of measures to preserve and improve the health of citizens, prevention, suppression and early detection of diseases, injuries and other health problems in the timely and effective treatment and rehabilitation. All citizens of the Republic of Serbia have the right to health care, as well as any other person who has permanent or temporary residence in the Republic in accordance with the law. Participants in health care perform provision and implementation of health care in the Republic as citizens, families, employers, educational and other institutions, humanitarian, religious, sport and other organizations, associations, the health service, health insurance organizations, as well as municipalities, cities, autonomous provinces and the Republic. Health care business is the business which provides health care for citizens, and that includes the implementation of measures and activities for the protection of human health, according to medical doctrine and with the use of health care technologies, to preserve and improve the health of people. Measures and health care activities must be based on scientific evidence, and they must be safe, secure, efficient and in accordance with the principles of professional ethics. [5]

The health service in the Republic consist of medical facilities and other forms of the health service in private practice, which are established for the implementation and the provision of health care, as well as the health care workers and medical assistants who perform health care activities, in accordance with the law. Health care financing and provision of funds for health care implementation, as well as for the development and work of the health service are provided in accordance with the law. Funding for health care that is covered by compulsory health insurance is provided from the compulsory health insurance funds in accordance with the law regulating the field of compulsory health insurance. Since law does not stipulate otherwise, the funds for health care for people not covered by compulsory health insurance are, in accordance with the law, provided from the budget of the Republic and they are transferred to the organization for the compulsory health insurance. [5]

According to the law, private practice can be established by:

1) Unemployed health care worker who has passed the civil service exam,
2) Health care worker who is a retirement pension recipient, with the approval of the Chamber of health care workers.

Private practice can be established as: a doctor's office or a dentist's office (general and specialized), polyclinics, laboratories (medical or clinical biochemistry, microbiology and histopathology), pharmacy, clinic (for health care and rehabilitation), the dental technology laboratory. Private practice may be established by a health care worker with the appropriate college or high school education in the health care profession, in accordance with the law and regulations governing enforcement of the law. Private practice may be established by a number of health care workers with the appropriate college education in medical profession, in accordance with the law and regulations governing enforcement of the law. The founder of a private practice performs his duties individually as a private business entrepreneur. A health care worker may found only one form of private practice. Under current law, private practice cannot engage in health care activities in the field of emergency medical services, supplying blood and blood products, sampling, storage and transplantation of human organs and body parts, production of serums and vaccines, pathoanatomical-autopsy activities, and health care activities in the field of public health. The basic requirement for private practice is that the person has general health ability; that s/he graduated from college or the appropriate health care profession school and passed the civil service exam, and for specialists, the appropriate specialist exam, and completed the subscription to the Chamber of Commerce Directory; that s/he got or renewed authorization to work independently, in accordance with the law, and meets the prescribed requirements for establishing and starting up a private practice in terms of personnel, equipment, facilities and medicines; that s/he has not been given a criminal sanction by the legally binding court ruling – a measure of security for prohibition of health activity, or that, by the decision of the competent authorities of the Chamber, s/he has not been a subject of disciplinary measure prohibiting self-employment, in accordance with the law regulating the work of chambers of health workers. [5]

On the basis of the decision on eligibility to perform certain health care activities, private practice is entered in the register by the competent authority in accordance with the law.

Private practice is required to provide emergency medical care to all citizens, to participate at the invitation of the competent national authorities in dealing with the prevention and control of infectious diseases, as well as the protection and rescue in the event of natural and other major disasters or extraordinary circumstances, and to perform continuous checkups of the quality of their professional work in accordance with the law, regularly submit medical statistical reports and other records to the competent authority and the Institute of Public Health, and, in accordance with the law, organize and provide measures for the disposal or destruction of medical waste.

The costs of health care are borne by a patient, and the costs incurred by providing emergency medical services in private practice are provided in accordance with the law.

The Public Procurement Law was adopted by the Serbian parliament on December 29, 2012, came into force on January 6, 2013, and its application will start from April 1, 2013. The local authority is obliged to choose the private partner to enter into a public contract by implementing the principles and procedures of public procurement, without the elements of concession, in order to design, construct and use the public facilities and/or services under a public-private partnership.

Law on Public-Private Partnership and Concessions (2011): Local authorities have the right to self-initiate the process of realization of PPP projects, with or without elements of concession, and conclude a public contract with a legal of physical entity to carry out their responsibilities.

Law on Public-Private Partnership and Concessions defines the conditions and methods of preparing, proposing and approving projects of public-private partnership; defines entities and determines their jurisdiction and authority over the proposal and implementation of public-private partnership; the rights and obligations of public and private partners; form and content of the public-private partnership, with or without the elements of concession, and legal protection in the award of the public contract; terms and conditions of the concession, the object of concession, the subjects authorized for the procedure of granting concession, termination the concession; protection of the rights of participants in the award of the public contract; establishment, status and powers of the Commission for Public-Private Partnerships, as well as other issues of importance to public-private partnership, with or without the elements of concession, or for concession. [6]

It is necessary to stress principles according to which the procedure and the conclusion of a public-private partnership must be performed: the principle of protecting the public interest, which includes the duty of public entities to, in exercising the rights of private individuals, take into account whether the realization of these rights is not inconsistent with the statutory public interest, the principle of efficiency includes the obligation to implement the process of the conclusion of a public contract and choice of the private partner on time and according to the terms prescribed by the Law on Public-Private Partnership and Concessions and Public Procurement Law governing public procurements, with the lowest possible costs related to the procedure, the principle of transparency includes obligation of advertising intentions of concluding a public contract with or without elements of concession, the ability of bidders to inspect the information on the procedure of the award of the public contract, the principle of equal and fair treatment includes the prohibition of discrimination on any ground among participants in the award of the public contract and election of the private partner, as well as an obligation to offer the participants in the selection of the private partner full and accurate information on procedures, standards and criteria for the selection of the private partner, none of the participants in the selection of the private partner can have an advantage over others in terms of time, information and access to the agencies and individuals responsible for the process of the award of the public contract. [4]

Decisions must be made on the basis of previously published objective criteria, and must be submitted with an explanation to each participant in the selection process, the principle of free market competition encompasses a prohibition of limiting the competition between participants and the obligation to accept all participants with adequate technical, financial and other professional qualifications, the principle of proportionality requires that any measure taken by a public authority, or other entity, shall be the minimum required and proportionate to the public interest that such a measure seeks to protect, the principle of environmental protection includes the principles defined in the law governing the protection of the environment, such as the principle of integrity, prevention and precautionary principle, the principle of conservation of natural resources and sustainable development, the principle of autonomy of the will includes the freedom of the parties to, in accordance with the law governing obligations and other regulations and good business practices, arrange the mutual rights and duties according to their will, the principle of equality between the parties means that the mutual relations of entities in the public contract is based on equality and equity of their will.

Legal professionals have a key role in drawing up the contract on public-private partnership. They help local authorities, in the process of negotiating PPP, to recognize the implications, particularly provisions that regulate the protection of the public interest by: property rights, compensation of damages, termination of contract, dispute resolution, etc. Their role in the project teams is to offer insight into the structure and drafting of tender documents, PPP contracts and lease agreements, providing legal advice in selecting the private partner and legal advice in relation to taxation, property, planning, environmental protection, financing, competition and protection of intellectual property rights.

It should be noted that a public-private partnership project has to be drafted, proposed, approved and implemented according to some of the public-private partnership models in a series of interconnected activities that occur in a certain order, to achieve the defined goals within the specified period of time and specified financial resources, and it has to be, in accordance with

this law, approved as the project of public-private partnership, with or without the elements of concession. The next step is entering into a contractual public-private partnership in which the relationship between the public and private partners is defined in the contract on public-private partnership. Public contract is a public-private partnership contract, with or without the elements of concession, concluded in writing between the public and private partners, or the public or private partner and a company for special purposes, which, in order to realize the project of public-private partnership, defines mutual rights and obligations of the parties. [5]
A special role is played by a public entity that is a public authority, organization, institution or other direct or indirect beneficiary of the budget in terms of the law governing the budget system and budget, as well as an organization for social insurance, which may be a public company or a legal entity that performs activities of common interest.
Expert assistance in the implementation of public-private partnerships and concessions in accordance with this law is provided by the Commission for Public-Private Partnership established by the Government at the proposal of the Prime Minister, the Ministry in charge of Economy and Regional Development, the Ministry in charge of Finance, the Ministry in charge of Infrastructure, the Ministry in charge of Mining, the Ministry in charge of Public Utilities, the Ministry in charge of Environmental Protection, autonomous regions and the city of Belgrade. Representative of the Ministry in charge of Economy and Regional Development is also the chairman of the commission, and a representative of the Ministry in charge of Finance is the Deputy Chairman of the Commission. The Commission consists of nine members. A member of the Commission who may be nominated must be a person who is a citizen of the Republic of Serbia, and has at least a high level of vocational education and the necessary expertise in public-private partnerships, public procurement and concessions, or the law of the European Union. [6]

4. NEW MEDICAL DEVICES AND EQUIPMENT - A CHANCE FOR NEW INVESTMENTS IN HEALTH CARE AND NEW JOBS

The processes of globalization, regional integration and the development of international health care have all contributed to the developing countries enacting liberal legislation on foreign investment in order to stimulate foreign investment in national institutions. Decisions on foreign investment are increasingly being made at the local level as a result of liberalization in economic policy and health care.
There are different models and forms of public-private sector in health care. Cooperation is possible under franchise agreements, joint ventures, leasing, voluntary donations, providing tax incentives and subsidies, agreements on cooperation. The conclusion of a public-private partnership contract in health care is needed for creating the conditions that will enable better and more comprehensive services, and to improve the existing infrastructure and mobilization in health care and, certainly, to enable further employment of the higher education personnel-doctors, followed by the employment of the appropriate medical staff.
Area of research in medicine, the development of new medical technologies and their distribution, under our conditions, is determined by the new high costs and high risks, with low or without the expected revenue. It is precisely the innovation in health care financing based on public-private partnership that is the new initiative in this area. Public-private partnership is,

therefore, a way to allow the use of new technologies, development of strategies and disease prevention, the development of new ‘’products” and their greater availability and use. The practical side of all this is a better allocation of resources, reduction of public expenditure, better management, increased efficiency, knowledge transfer and application of new technology, improved quality and new employment. The risks arising from the relationship between the public and private would be reduced due to the high transparency and assignment of work under contract to eliminate any possibility of misuse or illegal use in the form of ‘’ rent-seeking” by the private sector.
The entire process should be protected from numerous risks, such as an underdeveloped system of control of the contract between the public and private sector partners, long-term relationships due to the need of system stability, respect for ethical standards in the presence of conflicts of interest and the clear roles of the public sector. Therefore, the contract governing the relationship between the public and private must clearly define relationships and the rights and obligations of each entity.
Through a simple method, the survey conducted on a sample of thirty respondents, unemployed people who have completed the Faculty of Medicine or Secondary Medical School, the idea of their personal financial participation in funding the purchase of medical equipment or resources which would be the basis of their job opportunities was tested. Due to the very present problem of lack of means of transport and specialized vehicles for the emergency assistance, the calculation was made for the new equipped vehicles with the provision of funds from the private sources of the unemployed doctors and technicians who, by acting under the contract on public-private partnership, provide procurement funds and their employment. An open problem which remains is the payment of earnings which the competent Health Care Fund sees as a ‘’cost” rather than improving the quality of health care. Vehicle ‘’CITROEN JUMPER”, a specialized vehicle for emergency assistance, with upgrading the authorized service, costs approximately 36,000 Euros. One vehicle per average monthly working hours of employees in a health institution, serves the four teams consisting of a doctor, a technician, a driver and a skilled mechanic with 20% of working time. So four doctors, four technicians, four drivers and almost one mechanic are active. If they would participate with their own private funds in the procurement of the vehicle; the doctors with 5,000 Euros, technicians with 3,000 Euros, drivers with 2,000 Euros and the mechanic with 1,000 Euros, the financial structure of the purchase of the vehicle would be completed. The public bidding process, drawing up criteria based on the average score in the studies as a basic criterion, with additional constraints and the transparency, are guarantees for the fairness in the process of public-private contracting.
The above facts are just one of the possibilities that represent an attempt to continue the inevitable process of the privatization of health services and public-private partnership is a practical, cost-effective and quickest way of placing available funds from private sources in the medical field, but always with the remark and the necessary attention to preserve and protect the public interest as well as individual users of health care as a priority task for any government.

5. CONCLUSION

Faster development of health care in reduced investment capacity of national health institutions and the state is only possible with the participation of private investors whose involvement is inevitable. New forms of financial connections require the creation of new legal, social and economic forms that will in a variety of regulations find its way to all entities whose interests must be united. Necessary reform in the public sector, and health care in particular, is not only imperative of the current political goals, but a strategic issue for further development in this field. It is clear that a new economic environment will not encourage and facilitate new investments and better care for the people without a comprehensive public sector reform and changes in property relations. Contracts on public-private partnership that are based on the Law on Public-Private Partnership and Concessions are one of most realistic legal frameworks and a precondition for fast, efficient and lasting solutions in health care.

Health care field in Serbia is followed by a series of disasters, particularly the lack of funds, which prevents the purchase of new medical devices and equipment, which in turn results in a lack of quality services for the citizens, and, therefore, the expensive services. The inevitability of the public sector reform is also conditioned by the appropriate legislative changes and implementation of other foreign experiences. The basis of the health care system in Serbia must continue to be the system of state-public health care fund and the funding of the basic health care for the population from this source. In today's economic environment and the growing needs of citizens as the users of health services, it is necessary to achieve unity and mutual complementation of the public and private.

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ОСОБЕННОСТИ ПОЛИТИКИ ЗАНЯТОСТИ В УСЛОВИЯХ ГЛОБАЛИЗАЦИИ ЭКОНОМИКИ

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Аннотация: *Глобализация экономики требует пересмотра приоритетов социально-экономической политики, в частности, политики занятости. Условия воспроизводства и функционирования рабочей силы должны соответствовать современным критериям качества жизни и целям социально-экономического развития. В статье рассматривается некоторые аспекты регулирования российского рынка труда и достижения эффективной занятости.*

Ключевые слова: *рынок труда, безработица, политика занятости, эффективная занятость, социальное партнерство.*

1. ВВЕДЕНИЕ

Экономика России находится в настоящее время под мощным влиянием процессов глобализации. Для того, чтобы страна не оказалась в числе тех, кому уготовано место на периферии мирового прогресса, необходимы новые приоритеты в социально-экономической политике. Россия вовлечена в процессы глобализации при несопоставимо низкой по сравнению с развитыми странами заработной плате наемных работников, в условиях обостряющегося дефицита квалифицированной рабочей силы и низкой конкурентоспособности рынка труда. Социально-экономическое положение сведетельствует о том, что в экономике необходимо ввести реинжиниринга в государственном секторе как важного условия для достижени большего успеха в бизнесе[1]. В связи с этим целесообразны существенные коррективы действующего механизма регулирования рынка труда.

2. ПРИЧИНЫ КОРРЕКТИРОВКИ ПОЛИТИКИ ЗАНЯТОСТИ

Необходимость корректировки политики занятости и содержание конкретных предложений по уточнению её целей и механизмов реализации базируются на следующих исходных положениях:

- этап вступления России в глобальное экономическое пространство совпадает по времени с переходом к устойчивому экономическому росту и инновационному развитию экономики, потому приоритеты политики занятости должны отличаться от тех, которые сложились в период глубокого трансформационного кризиса;
- адаптационные механизмы российского рынка труда были направлены в90-е годы на сохранение занятости в рамках интенсивно стареющих технологий и основных фондов в ущерб эффективности труда, его оплаты, конкурентоспособности производимых товаров и услуг, в результате чего в России сформировался недостаточно свободный ранок труда;
- в годы кризиса возросло отставание России от экономически развитых стран в области производительности труда, резко обострилась проблема бедности, появились бедных среди трудоспособных граждан, [2] В се это в обобщённой форме отражает многие недостатки функционирования сферы занятости и рынка труда. Они становятся всё в большей мере сдерживающим фактором, прежде всего, в связи с низкой конкурентоспособностью отечественных товаров и услуг на внешних рынках и ограниченностью внутреннего спроса;
- негативные социально-экономические последствия вступления России в глобальную экономику могут проявиться в отношении отдельных территорий, отраслей, предприятий и групп населения и, как показывают предварительные расчеты, это не ухудшит важнейшие показатели макроэкономического развития страны в целом, однако, потребует определенного перераспределения инвестиционных и других ресурсов между регионами и отраслями. [3]
- на уровень занятости после либерализации торговли окажет непосредственное влияние моральный и физический износ оборудования и отсталость технологии, которые делают товары ряда отраслей неконкурентоспособными по сравнению с импортными аналогами.
- не решены проблем социального характера, в частности, не предусмотрено применение международных принципов регулирования заработной платы и социального страхования наемных работников. Особое внимание обращает на себя то, что российский рынок труда регулируется несовершенными законами, которые к тому же плохо исполняются, в том числе органами власти и управления.

Отмеченные особенности состояния экономики, сферы занятости и рынка труда в контексте глобализации и с позиций перехода к устойчивому экономическому росту придают чрезвычайную актуальность определенной трансформации сложившейся политики занятости, прежде всего, в части ее приоритетных целей и задач.

Определены три важнейшие целевые установки политики занятости - содействие обеспечению полной, эффективной и свободно избранной занятости, зафиксированные в соответствии с международными нормами в законе РФ «О занятости населения РФ». Первостепенное значение на данном этапе развития приобретает содействие обеспечению эффективной занятости, как основному пути решения других проблем занятости и социальной сферы в целом.
В мировой практике для обеспечения эффективной занятости используется, как правило, либеральная модель функционирования рынка труда, согласно которой работодатели осуществляют кадровую политику, исходя, главным образом, из экономической целесообразности. При этом в результате действия хорошо отлаженных рыночных механизмов (конкуренция и банкротство нерентабельных предприятий) выводятся из хозяйственного оборота экономически неэффективные рабочие места, высвобождается излишняя рабочая сила, ускоряются структурные сдвиги в экономике и, в конечном счёте, повышается эффективность её функционирования, создавая прочный фундамент для экономического роста и развития социальной сферы. Центр тяжести в политике на рынке труда переносится на активное содействие перераспределению рабочей силы и социальную защиту безработных. Поэтому в политике занятости на рынке труда должны быть усилены те её цели и механизмы, которые направлены на содействие эффективной занятости.

3. НОВЫЕ ПРИОРИТЕТЫ ПОЛИТИКИ ЗАНЯТОСТИ

Согласно российскому закону о занятости, цель политики занятости заключается в содействии полной, продуктивной и свободно избранной занятости путем обеспечения профессиональной подготовки, повышения квалификации и переподготовки высвобождаемых граждан, сдерживания массовой долгосрочной безработицы, повышения эффективности государственной службы занятости и реализации других мер, направленных на обеспечение социальной защиты граждан на рынке труда.
Проводимая до сих пор в России политика занятости, нацеленная по существу на выживание, как отдельного человека, так и предприятия или отрасли в целом, а не на их развитие, сыграла положительную роль на этапе глубокого трансформационного кризиса, предотвратив в обществе серьёзные социальные потрясения. Но она не отвечает новому этапу развития России, когда стоит задача не только поддержать обозначившийся экономический рост, но и ускорить его, а также обеспечить «встроенность» нашей экономки в мирохозяйственные связи в условиях глобализации.
В современных условиях исходным постулатом стратегии занятости в российском обществе должен стать принцип достижения и поддержания эффективной занятости, допускающей безработицу в социально приемлемых пределах. Реализации этого принципа может способствовать оптимальное сочетание экономической эффективности и социальных результатов, которое будет различным в российских регионах, отличающихся своим экономическим потенциалом, структурой хозяйства, обеспеченностью ресурсами.

Четкая ориентация на эффективную занятость как главный критерий политики занятости продиктована новыми требованиями к формированию и реализации трудового потенциала в условиях глобализации рыночной экономики, необходимостью кардинального улучшения организации профориентации, подготовки и переподготовки кадров, а также усилением внимания к развитию личности отдельного работника и формированию условий для его самореализации. На правительственном уровне выдвинут тезис о том, что целью и смыслом всех реформ и действий по укреплению государства и власти должен быть человек. Зарплата должна расти, чтобы работающие люди жили достойно.
Формирование системы эффективной занятости предполагает, таким образом, создание экономических и социальных условий для воспроизводства рабочей силы в соответствии с критериями качества жизни, целями социально-экономического развития страны, требованиями рыночной экономики.
Создание государством условий для формирования эффективной занятости в условиях рыночной экономики состоит, главным образом, в осуществлении косвенной корректировки поведения экономически свободных участников общественного производства. Меры косвенного воздействия государства на занятость основываются на преобладании поощрительных и стимулирующих мер. В арсенале подобных мер не должно быть средств, нарушающих экономические и социальные права и свободы работников, предпринимателей, территорий.

4. ЗАНЯТОСТЬ, БЕЗРАБОТИЦА И СОЦИАЛЬНОЕ ПАРТНЕРСТВО

Занятость и безработица рассматриваются в условиях рыночной экономики как две взаимодополняющие характеристики. Равновесию экономической системы соответствует определенный уровень занятости, при этом обычно спрос на труд превышает существующий объем занятости, что обусловливает наличие безработицы. Для обеспечения свободы труда необходимо окончательно избавиться от рудиментов тоталитарной эпохи (прописки, административных ограничений приема и произвольных увольнений наемных работников), от так называемой социальной защиты трудящихся и ввести в действие регуляторы свободного рынка труда. Среди них представляются принципиально важными не только справедливая оплата, надежная охрана и достойные условия труда, но и механизмы социального страхования экономических рисков потери трудоспособности, независимые институты непредвзятого урегулирования трудовых конфликтов, так как профсоюзы не справляются со своими функциями.
Предстоит признать приоритет социального партнерства по закону над государственным управлением трудом в его бюрократическом исполнении. Вместо глобальных федеральных программ, попыток унифицировать нормы и нормативы социальной и экономической «защищенности» от безработицы необходимо создать независимую от правительства и местной администрации систему активного содействия безработным на основе страховых взносов. Следует рассматривать безработицу как неотъемлемый элемент рынка труда, а под обеспечением занятости понимать трудоустройство выну-

жденно безработных и трудовую активизацию добровольно незанятых с использованием преимущественно экономических стимулов привлечения к труду.

Государственные гарантии незанятому населению должно заменить обязательное страхование структурной и профессиональной безработицы. Нужно очистить экономически обусловленную безработицу от социальных наслоений популистского толка: передать безработных, лишь имитирующих трудовую активность, но зачастую неспособных к профессиональному труду, в органы социальной опеки для последующей трудовой реабилитации путем приобщения к посильным для них занятиям.

Прежде всего, следует стремиться к поддержанию взаимосвязи занятости, зарплаты и инвестиций в оптимальном соотношении, что является условием социально - экономической сбалансированности. Только так может быть обеспечена надежная экономическая основа для создания новых рабочих мест, расширяющих сферу эффективной занятости, что, в свою очередь, приведет к понижению уровня безработицы. Именно тогда становится возможным создание в обозримой перспективе динамичной, адаптированной к глубинным рыночным трансформациям в экономике социально - трудовой сферы. [4]

В России социальное партнерство как действенный рыночный механизм находится только на стадии формирования. Во-первых, потому что преобладающей стратегией в принятии управленческих решений в области экономического развития остается ориентация на достижение промежуточных экономических целей (например, снижение инфляции), а не конечных социальных результатов (улучшение положения в сфере занятости и на этой основе повышение уровня жизни населения). Вторая причина заключается в неразвитости негосударственных институтов рынка труда (профсоюзных объединений и ассоциаций работодателей), в результате чего правительство не имеет ответственных и отражающих интересы большинства трудящихся и работодателей социальных партнеров по переговорам. Принимаемые до сих пор трехсторонние соглашения на федеральном уровне декларируют в основном только намерения сторон и не содержат, как правило, обязательных конкретных мер по согласованному решению экономических и социальных задач развития. Еще в меньшей степени социальное партнерство развито на низовом уровне либо из-за отсутствия профсоюзной организации на предприятиях, либо по причине недостаточной независимости профсоюзных организаций от работодателя.

5. СОВЕРШЕНСТВОВАНИЕ РЕГУЛИРОВАНИЯ СОЦИАЛЬНО-ТРУДОВОЙ СФЕРЫ

Международный опыт свидетельствует о том, что социальные издержки в сфере занятости под влиянием либерализации внешней торговли можно минимизировать, совершенствуя институциональную структуру рынка труда в целях придания ему большей гибкости. Формирование гибкого рынка труда в целях трансформации сферы занятости, обеспечивающей экономический рост и повышение конкурентоспособности отечественных товаров и услуг, предполагает:

- определенные изменения в формах трудовых отношений между работником и работодателем, расширяющие свободу их действий (например, при колебаниях экономической конъюнктуры разработка соглашений в рамках социального партнерства на период реструктуризации и модернизации производства);
- содействие территориальной мобильности рабочей силы, в том числе ее привлечение в регионы, испытывающие дефицит трудовых ресурсов (например, путем аренды жилья по приемлемым ценам);
- расширение информационной базы о состоянии местных рынков труда в рамках конкретного региона и доступность для ищущих работу достоверных сведений о состоянии рынка труда в других регионах страны;
- мониторинг (под эгидой соответствующих органов исполнительной власти) сферы занятости и рынка труда в тех регионах, где сосредоточены производства, которым ;
- содействие дальнейшему развитию многовариантной системы поиска работы;
- совершенствование работы органов службы занятости на основе разработки конкретных программ содействия занятости, дифференцированных по набору мер с учётом территориальных и местных особенностей функционирования рынка труда и социально-профессиональных характеристик клиентских групп (адаптация традиционно разрабатываемых программ содействия занятости к специфическим условиям проблемных рынков труда, профилирование безработных и др.);
- разработка особых мер содействия занятости и социальной поддержки при ликвидации градообразующих предприятий.

Предлагаемые направления корректировки политики занятости на рынке труда потребует не только внесения определенных дополнений и изменений в соответствующие нормативные акты и порядок разработки территориальных программ содействия занятости. Необходимо также повышение солидарной ответственности (при более строгом разграничении полномочий и функций) государства, работодателей всех форм собственности и наемных работников за эффективное функционирование рынка труда. Это потребует, с одной стороны, интеграции целей и задач политики занятости в политику макроэкономического развития, а, с другой стороны - адекватного формирования негосударственных институтов рынка труда, а также переориентации в стратегии поведения предпринимательского корпуса на эффективное развитие своих производств и повышения трудовой мотивации наемных работников к высокопроизводительному труду.

Особая роль в интересах снятия социальной напряженности в территориальных рынках труда, находящихся в зоне воздействия новых условий внешнеторговой деятельности, принадлежит оптимизации трудовой миграции. Низкая миграционная подвижность населения России тормозит развитие рыночных отношений и реального сектора экономики, сдерживает профессиональную и социальную мобильность, способность людей быстро адаптироваться к новым условиям хозяйствования, мешает проявлять инициативу в условиях быстроменяющейся конъюнктуры рынка труда, что может, сдерживать позитивный эффекта от глобализации экономики. Поэтому даль-

нейшая либерализация внешней торговли в рамках развития процессов глобализации объективно приведет к необходимости активизации как внешней, так и внутренней миграции, что потребует принятия комплекса мер на государственном уровне, направленных на регулирование процесса территориального перемещения. В этой связи предполагается:
- шире применять индикативное планирование, уточнить ранее принятые схемы размещения производительных сил и системы расселения населения с учётом особенностей процессов глобализации, а также перечни экономически перспективных регионов, чтобы рационализировать направления миграционных потоков в регионы, имеющие важное геополитическое значение для России;
- разработать комплекс социально-экономических мер по целенаправленному воздействию государства на территориальное перераспределение трудовых ресурсов.
- оказывать государственную поддержку в виде предоставления льгот по налогообложению предпринимателям, вкладывающим инвестиции в развитие восточных и северных районов России и несущим дополнительные затраты на привлечение рабочей силы.

6. ЗАКЛЮЧЕНИЕ

В современном мире, идущем по пути глобализации, важнейшим фактором успешного и устойчивого развития становится способность быстро адаптироваться к условиям международной конкуренции. Главное конкурентное преимущество высокоразвитой страны связано с возможностью развития ее человеческого потенциала. С учетом новой рыночной ситуации в России должна формироваться система управления занятостью. Необходимо органически встроить эту систему в рыночный хозяйственный механизм и привести сложившиеся формы и методы обеспечения занятости в соответствие с принципами и целями управления экономикой в условиях глобализации.

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АНАЛИЗ ВЗГЛЯДОВ ИССЛЕДОВАТЕЛЕЙ НА КЛАССИФИКАЦИЮ ФАКТОРОВ ЭКОНОМИЧЕСКОГО РОСТА И РАЗВИТИЯ

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Аннотация: *в работе соотнесены понятия экономическое развитие и экономический рост, разграничены уровни развития, рассмотрены взгляды исследователей на классификацию факторов экономического роста и развития, предложены дополнения к классификации факторов экономического роста и развития.*

Ключевые слова: *классификация, фактор, экономическое развитие, экономический рост*

1. ВВЕДЕНИЕ

В условиях конкуренции российские промышленные предприятия подвержены влиянию многочисленных внутренних и внешних факторов. Просчеты в оценке степени их воздействия могут привести к снижению темпов экономического роста и дегрессивному развитию. Проблемы, связанные с классификацией факторов экономического роста и развития рассматривались в работах зарубежных и российских авторов как: А. Смит, Т. Мальтус, Д. Риккардо, А.К. Штох, Самуэльсон Пол Э., Нордхаус Вильям Д., Р. Солоу, Дж. Кендрик, Э. Денисон, С. Кузнец, К. Маркс, Й. Шумпетер, С. Глазьев, С. Губанов и др. Отметим, что те или вопросы классификации факторов экономического роста и развития затрагивались в трудах Четвертаковой В., Четвертакова И., Галкина Л.Г., Рудычева А.А., Веретенниковой И.И., Дорошенко Ю.А., Королева В., Королева С. и др.

Однако, несмотря на казалось бы всестороннюю изученность факторов экономического роста и развития у исследователей нет единства мнений по выбору критериев классификации, по выделению ведущего фактора/факторов, по систематизации факторов стимулирующих и ограничивающих возможности роста и развития промышленного предприятия.

2. ОСНОВНЫЕ ПОДХОДЫ К КЛАССИФИКАЦИИ ФАКТОРОВ ЭКОНОМИЧЕСКОГО РОСТА И РАЗВИТИЯ

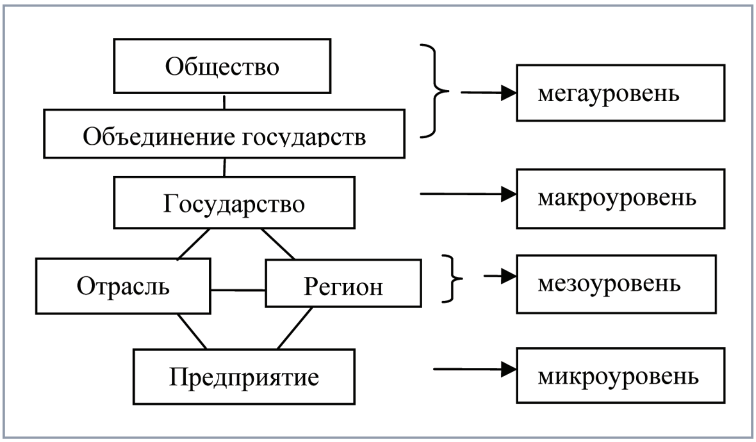
Один из методов познания, исследования изучаемых объектов или явлений является классификация (от лат. classis – разряд и лат. facere – делать), т.е. разделение на классы на основе определенных общих признаков объектов и закономерных связей между ними. На протяжении веков различные исследователи стремились выявить факторы (от лат. factor – делающий, производящий) – причины, предпосылки, движущие силы экономического роста и развития, оценить условия, в которых находится изучаемый объект.

Экономический рост – это в основном количественная характеристика, предполагающая увеличение объемов производства экономических благ. Экономическое развитие – долговременный процесс последовательных качественных изменений в состоянии системы, в результате которого возникает ранее не существовавший набор элементов этой системы. Рост является составляющей экономического развития, придающей ему динамику и обеспечивающей количественную оценку.

Экономическое развитие можно рассматривать на различных уровнях. В общем виде нам представляется четыре его базовые градации: мега, макро, мезо и микроуровень (рис. 1).

В истории научной мысли наибольшее отражение нашли исследования факторов экономического роста и развития на мега и макроуровне, в то время как на мезо и микроуровне оценивались преимущественно факторы эффективности деятельности и конкурентоспособности.

Рис.1. Уровни экономического развития



Факторы экономического роста и развития – это на наш взгляд, причины и параметры, которые определяют характер и результативность процессов, количественное и качественное их выражение. Факторы, определяющие экономическое развитие шире и в большей степени охватывают качественную составляющую, чем факторы экономического роста.

В своей работе Самуэльсон, Пол Э., Нордхаус, Вильям, Д. приводят четыре фактора экономического роста: количество и качество рабочей силы; наличие земли и природных ресурсов; объем капитала; и наиболее важные технологические изменения и инновации, обеспечивающие увеличение объема производства при тех же затратах. Авторы делают вывод, что единственно правильной комбинации этих факторов не существует. [1].

Булатов А.С. считает, что экономический рост происходит в результате интенсивного использования производственных факторов. На него оказывает влияние экономическая политика государства, внешние факторы (участие в международном разделении труда, экономической интеграции, степень открытости экономики мировому хозяйству) и определяет знания как ведущий фактор экономического роста. [2].

Еще в середине XX века Р. Солоу, а затем и другие американские экономисты Дж. Кендрик и Э. Денисон определили технологические знания (НТП) как основной фактор экономического роста.

Э. Денисон разработал классификацию факторов экономического роста, включающую 23 фактора, из которых 4 относятся к труду, 4 – к капиталу, 1 – земля, остальные 14 – характеризуют вклад научно – технического прогресса. По его мнению, экономический рост в современных условиях определяется не столько количеством затраченных факторов производства, сколько повышением из качества, и прежде всего качества рабочей силы. Проанализировав источники экономического роста в США за 1929 – 1982 гг., Э. Денисон пришел к выводу, что образование является определяющим фактором роста объема выпуска на одного работающего [2].

С. Кузнец [3] в качестве определяющих причин роста выделил: рост населения, изменение спроса, технический прогресс. Факторами снижения темпов роста им были названы: падение нормы технического прогресса; давление конкуренции со стороны новых, быстро растущих секторов и зарубежных производителей; по мере нарастания деловой активности в рамках данного сектора сокращение ресурсов капитала, пригодного для дальнейшей экспансии.

Четвертакова В., Четвертаков И. [4] предлагают все факторы экономического роста и развития разбить на шесть больших групп: ресурсные, производственные, мотивационные, структурные, рыночные и институциональные. Каждая из выделенных групп включает несколько факторов, перечень которых можно увеличить за счет разбивки их на более мелкие составляющие. К природным ресурсам необходимо отнести землю, воду, леса, нефть, газ, каменный уголь, минералы и т.п.; к трудовым – количество населения, отношение к труду, уровень образования; к денежным – величину национального дохода, накопление, инвестиции; к материальным – производственные здания и сооружения, машины и механизмы, сырье и материалы.

Использование различных групп факторов для повышения темпов экономического роста зависит от разных субъектов. Так, степень влияния производственных факторов зависит от руководителей, специалистов и всего состава трудовых коллективов предприятий, тогда как значимость мотивационных и институциональных определяется экономической политикой государства [4].

Ряд авторов: Галкин Л.Г., Дорожкин Н.А., Клочко Н.П., Поденежко С.В., Поденежко В.С. приводят следующие дополняющие друг друга, обуславливающие синергетический эффект как совокупный результат и совокупное же условие факторы экономического развития: личностные, естественные, научно-технические, организационные, управленческие, собственно экономические и социальные [5].

Ковалев Г.Д., Швандар В.А. [6] приводят следующие факторы, влияющие на характер и темпы роста: количество и качество природных и трудовых ресурсов (резервы экономики); объем основного капитала; нововведения.

Также важными для экономического роста указанные авторы считают фактор спроса (способность использовать расширяющиеся объемы ресурсов за счет повышения уровня совокупных ресурсов) (масштабы производства) и факторы распределения ресурсов.

Среди факторов, влияющих на экономический рост, Веретенникова И.И. особо выделяет инвестиции в основной капитал и в трудовые ресурсы [7].

Королев В., Королев С. предлагают среди факторов роста особо выделить издержки производства [8].

Волошин Д.И. определяет рост производительности труда как основу и важнейшую цель деятельности [9]. Такого же мнения придерживается Бомол У.Дж.: именно темпы роста производительности определяют, быстро или медленно растут стандарты жизни, а восприятие их роста это и есть экономические рост для граждан [10]. Еще К. Маркс выявил, что производительная сила труда определяется искусством рабочего, уровнем развития науки и степенью ее технологического применения, общественной комбинацией производственного процесса, размерами и эффективностью средств производства, природными условиями [6].

Международная организация труда рассматривает производительность как эффективное использование не только одного фактора – труда, но всех ресурсов воспроизводства: капитала, основных фондов, материалов, времени, информации, энергии [8].

Важнейшим фактором, определяющим развитие, по мнению Масленникова А.И. является ухудшение баланса основных средств [11]. Связь между ростом накопления капитала, по мнению Королева В., Королева С. не является пропорциональной в силу действия закона убывающей отдачи. Тем не менее технический прогресс способствует тому, что сколько-нибудь значительного снижения предельной производительности в промышленно развитых странах не наблюдалось [8].

Подавляющий вес в повышении производительности труда обеспечивается за счет инноваций и капитала. Как следствие, мы можем сделать вывод, что инновационное обновление капитала оказывает решающее значение в ускорении темпов экономического роста и обеспечении устойчивого развития.

Изобретения и нововведения имеют важнейшее значение в процессе экономического роста. Некоторые теории экономического роста связывают особые периоды эффективного развития с определенными изобретениями и инвестиционным бумом (строительство железных дорог, автомобили, радио, телевидение, микросхемы, сверхпроводники и т.п.) [12].

Ряд исследователей приходят к необходимости гибкого использования факторов экономического роста и развития. Так Четвертакова В., Четвертаков И. [4] полагают, что рост и влияние одних и тех же факторов на экономический рост и развитие непостоянны и меняются в зависимости от варианта сочетания различных условий и конкретной экономической ситуации. Чем больше диспропорции в экономики из-за недостаточного обеспечения тем или иным фактором, тем более положительное влияние он оказывает на темпы экономического роста при его изменении в сторону достижения сбалансированности всех элементов производства. Например, инфляция, фискальная и монетарная политика и политическая нестабильность не рассматривается в большинстве моделей в качестве важнейших макроэкономических факторов экономического роста. И это верно для высокоразвитых стран, где данные показатели оказывают небольшое влияние на экономический рост и развитие. Но в России в 90-е годы наблюдались высокие темпы инфляции из-за использования монетарной политики, крайняя экономическая и политическая нестабильность, поэтому они оказали существенное отрицательное влияние на экономический рост.

Веретенникова И.И. предлагает учитывать как классические, как и факторы, характерных для стран, достигших значительных успехов в развитии за короткий промежуток времени (Гонконг, Южная Корея, Сингапур, Тайвань и т.п.), здесь добавляется фактор духовного характера. В классификации, предложенной в работе Веретенниковой И.И. [7], на наш взгляд, наиболее полно предусматривается градация факторов:

1. С точки зрения структурной характеристики: труд, капитал, земля, НТП, предпринимательские способности.
2. С точки зрения рыночных закономерностей: факторы предложения, факторы спроса, факторы распределения.
3. По характеру роста: экстенсивные, интенсивные.
4. По степени существенности: главные, второстепенные.
5. По степени непосредственности: прямые, косвенные.
6. По направлению влияния: стимулирующие, сдерживающие.
7. По характеру воздействия: экономические (структурно-технологические, инвестиционные, инфляционные и прочие), неэкономические (политические, национальные, экологические, демографические и др.).
8. По источникам получения: производительность труда, численность работников.
9. В зависимости от уровня воздействия: макрофакторы, мезофакторы, микрофакторы.
10. По степени регулирования: внутренние, внешние.
11. В зависимости от имеющегося потенциала: исчерпываемые, неисчерпываемые.
12. В зависимости от периода воздействия: постоянно действующие, долгосрочные, краткосрочные.
13. По степени использования: интенсивно используемые, неинтенсивно используемые, неиспользуемые.
14. По масштабам распространения: применяемые в одной отрасли, применяемые во многих отраслях.

На наш взгляд, представленные классификации факторов экономического роста и развития можно дополнить следующими признаками:

По уровню сложности: простые (например, уровень заработной платы) и сложные, состоящие из нескольких взаимосвязанных факторов (например, производительность труда, которая в свою очередь зависит от ряда факторов).

С точки зрения оценки экономического развития предприятия, можно выделить классификацию факторов по причине воздействия: экономические (вследствие недостатка собственных средств, низкого платежеспособного спроса, высокой степени риска, высокой стоимости внедряемых инноваций); производственные (низкий производственный и инновационный потенциал предприятия, отсутствие квалифицированных кадров, отсутствие информации по разработкам нововведений, отсутствие достоверной маркетинговой информации, неразвитость информационной инфраструктуры); правовые (недостаточность законодательства и нормативно – правовых документов, неопределенность сроков); прочие (неразвитость рынка технологий, недостаточность страхового обеспечения).

3. ЗАКЛЮЧЕНИЕ

По результатам проведенного исследования можно сделать следующие выводы:

Различные исследователи классифицируя факторы, влияющих на экономический рост и развитие, ведущим определяют – землю, труд, производительность труда, знания, производственные факторы, их количество и качество, НТП и др.

Уровень влияния на экономический рост и развитие различных факторов (ресурсных, структурных, производственных, мотивационных, рыночных, институциональных) изменяется в зависимости от их сбалансированности в возникшей той или иной экономической ситуации.

Удачная классификация могла бы подсказать возможные пути совершенствования деятельности предприятия и в этом смысле она должна быть достаточно содержательной. Чем больше выделено признаков классификации, тем выше степень познания объектов, однако, для принятия оперативного решения на конкретном предприятии не следует слишком углубляться в детали. Необходимо рассматривать в первую очередь те факторы, которые оказывают наибольшее влияние на экономический рост и развития предприятия. Таким образом, степень детализации классификации факторов экономического роста и развития предприятия зависит от характера и перспективы управленческого решения.

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MANAGEMENT AND LEADERSHIP IN THE 21st CENTURY

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Abstract: *Manager of tomorrow must know how to think innovatively, to create and apply innovation. The main task of a company manager of the future is to, by forecasting the future course of development, strategically implement the developments, technological innovations, creating new opportunities for better business transformations. The main conclusion of this paper is that the paradigm of leadership is being wrongly represented. We do not need a wide range of leadership programs and a mass learning of leadership, but what we need are great leaders. We do not need leadership development, but making the excellent leaders. The excellent leader emerges in such a way that what is already powerful and strong in him/her is enhanced. Therein lies the fundamental difference between a good and excellent leader: a good leader develops the properties in which he/she is weak considering the average level and the excellent leader develops the characteristics in which he/she is above average and perfects them. One becomes an excellent leader when with the natural talent and on the basis of practice, learning and experience, develops the gift perfectly.*

Key words: *leadership, management, future*

1. INTRODUCTION

The profile of a company manager of tomorrow should be observed in the dynamic development of economy and society. The main task is to, by forecasting the future course of development, strategically implement the developments, technological innovations, creating new opportunities for more favourable business transformations. Managing and organizing of future enterprises operations is realized on the basis of the concepts, strategic principles, entrepreneurial philosophy, modern methods and information algorithms in the process of technological social innovative changes. These are the processes of automation and economizing cybernatization requiring the innovated profile of a company manager. The decisive elements of the innovated profile of the manager are the wholeness of the character traits, high level of managerial and organizational skills (cross-section of typical traits of the profession), a high degree of strategic entrepreneurship and marketing risks, and thus the ability of innovation application.

2. LEADERSHIP FUTURE

Manager of tomorrow must know how to think innovatively, to create and apply innovation. The knowledge needed to the manager cannot be acquired at a time; continuing education is required for new situations. Therefore, the manager of tomorrow should well master the knowledge associated with innovative business. It means that the managers of tomorrow with suitable academic degree would also have to attend the seminars for updating the knowledge and skills, and thus post-graduate studies in management. From the innovated role of top management it is expected, based on the results of researches related to the company's projects, but also on the external ones, to spend a large portion of time in creating the strategy of development of technology, associates, business, that is in planning a long-term development of the company. The remaining fund of time is allocated to the organization of innovation, delegating tasks and authority to coworkers, to coordination of the associates and controlling the processes and actions, and the less part is left for operative activities and operational decision-making. The profile of center line management is qualified for organizing and controlling, and the lower for control and operational activities.
Contemporary profile of the manager is characterized by leadership, creativity, entrepreneurship and risk-taking. The manager profile resembles the profile of a Serbian coach:

- the ability of authoritarian leading of the team as a whole,
- using the individual's abilities to strengthen links in the team chain,
- professionalism,
- motivating the associates to feelings for good cooperation and
- deployment of the people according to the real skills, aptitude and willingness.

A successful manager keeps asking: “In what ways can I contribute to the effectiveness of the organization where I work?” A successful manager has to know: area of operation (business activity, specialty, company), specialist business elements (monetary, foreign exchange, tax, education and overall economic and financial structure), and the environment of the company. He/she has to create a strategy, define and solve problems, lead teams, communicate and behave with people, make decisions, convince, argue and negotiate, delegate, control, and take risks in the business and take responsibility.
In order that the manager impeccably performs a wide and diverse range of scope of work, he/she must be: emotionally stable, strategically creative, practically wise, fast logician, confident and resolute when it comes to the selected method and entrepreneurial proposal, a top leader and coordinator of teams in work processes, moral, cultured in behavior and democratically inclined. In the phase of formation, a company needs an aggressive starter, risk taker, versatile expert, designer, innovator, dynamic entrepreneur, extrovert person. The maturity of the company is followed by a stable expert, determined promoter, perfector of change, business consolidator, innovative processes stabilizer, creator of agreements with partners and associates. Old age companies need more radical reorientation and reorganization. Nowadays, world-renowned futurists, consulting firms and universities are dealing with futurology issues in management, in order to discover how the future manager will look like, the quality he/she will possess and what will be his/her motivation for work? In this sense, there are a series of articles dealing with this issue.

Manager of future needs to be a diplomat that is the man of revival, the one making decisions, negotiating, persuading, calling for consensus, strategist, coordinator and planner. He has to hold such qualities, because in the future, in addition to importance being given to economic and technological factors, much greater significance than the one attributed in the past will be given to social and technological factors affecting the organization.

After the Second World War the manager was defined as someone who is responsible for the work of subordinates. In other words, the manager was a "boss" or chief, and the very management meant the level, power and authority. After 1950, the definition of manager was already significantly changed in the sense that this was the person responsible for issuing practical activity of people. However, the real definition of a manager is that he/she is the one liable for the implementation and practical performing side of knowledge. Modern managers, as seen by the Western economic experts, are the people who are very adaptable, but are often related to their cultural milieu, but also very active in the field of incentives. More and more is demanded of them, equally on the domestic and external plan, to simply perform extremely complex tasks. The future manager is supposed to do it in a company which is now two to three times larger than it was 15 years ago. Management in the new environment is identified with the application of the scenario in which a company should act in the next five to ten years, that is in making a vision of future. From the manager-leader of the future the possession of latent discontent with the status quo is imperatively required, i.e. the presence of constant turmoil and commitment to changes, initiative and willingness to take responsibility. The complexity of the enterprise-environment relations is to be manifested through a variety of products, markets and multiplicity of interwoven relationships. In order to control such complementarity of increased variables, managers are needed of a much wider horizon of education governing multiple tools of leadership. [1]

Manager of the twenty-first century must be an extraordinary person whose work habits and intellect would mean compatibility with the environment and technology he/she applies. His work will be carried out in a society that will be more pluralist and democratic than it is today, and the economy much more based on entrepreneurship, creativity and innovation. In such an environment, the general characteristics of the manager will be anthropocentrism, therefore, managers will be faced to a man, will pay much more attention to the individual characteristics and qualities for which they will be needing a lot more knowledge of psychology and social pathology.

Manager of the twenty-first century must be an open person of wide horizons, of professional and personal interests that, to the maximum extent, integrates the features of a professional, business owner and leader. The professional knowledge must be of interdisciplinary nature, which characterizes the modern manager as a generalist. The entrepreneurial spirit implies innovation, creativity, independence, courage and willingness to take risks in connection with the identified business opportunities. The leading features include the ability to construct a vision, formulate a mission, mobilization and motivation of the associates for realization of developmental orientations. Ethical qualities of a leader are the element without which it cannot be spoken about the successful manager of the XXI century. In the process of forming the manager for the XXI century it is necessary to involve all social resources and their integration into the overall development strategy. These programs must be based on the previously defined needs (training needs). [2]

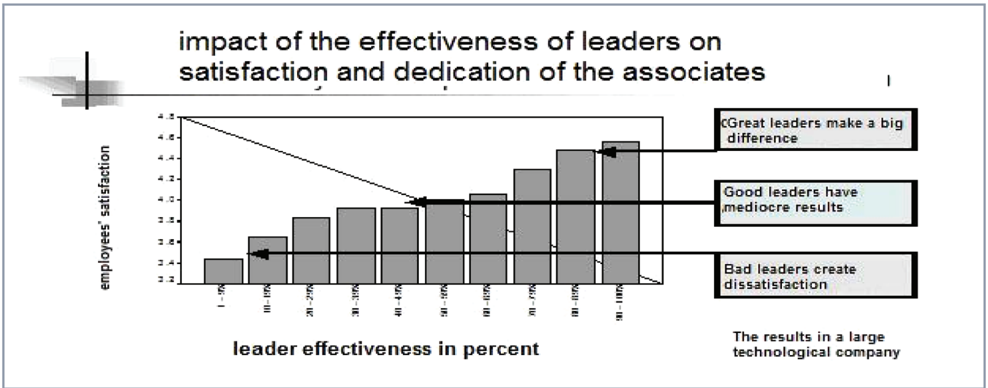
3. BECOMING A GREAT LEADER

Based on the research on 25,000 leaders it has been found that the base-foundation of leaders is made of:

- THE CHARACTER,
- PERSONAL CAPACITY,
- OUTCOME FOCUS,
- INTERPERSONAL SKILLS, and
- ORGANIZATIONAL CHANGES MANAGEMENT.

The main conclusion of the research is that the paradigm of leadership is being wrongly represented. We do not need a wide range of leadership programs and a mass learning of leadership, but what we need are great leaders. We do not need leadership development, but making the excellent leaders.
It is interesting to note that the survey results show that only great leaders make a big difference and the following graph shows it and that the top 30% of leaders ranked by the successfulness have a big shift in the research results of their success. The first major leap can be seen in the first third of the examined population. The second third of the studied "good leaders" shows that a good leader, wherever positioned on the scale of 30 to 60% of successfulness has been rated of having moderate results. Only the last third of the leaders is evaluated as excellent. [3]

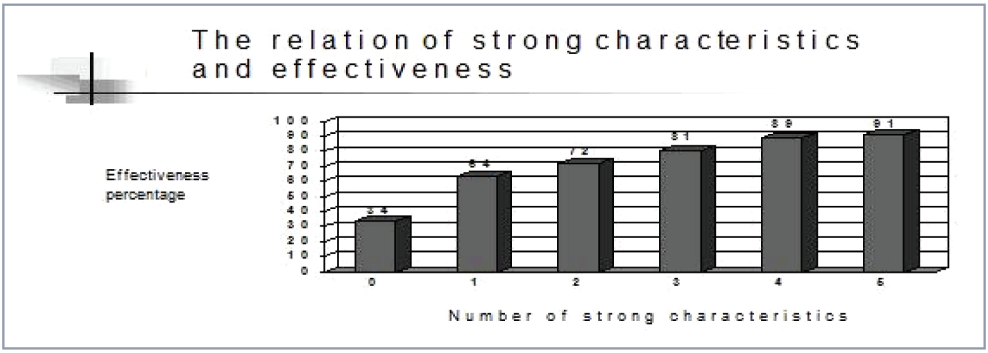
Figure 1: The leader's effectiveness and associates' satisfaction (Source: Ibid, pg. 30.)



The excellent leader emerges in such a way that what is already powerful and strong in him/her is enhanced. Therein lies the fundamental difference between a good and great leader: a good leader develops the properties in which he/she is weak considering the average level and the great leader develops the characteristics in which he/she is above average and leads them to perfection.
The philosophy of effectiveness is *increasing the properties in which you are strong.*
The classical approach of working on the weaknesses is based on mediocrity and produces mediocrities. In essence, this approach is improving the characteristics of a leader that are below average.

The modern approach is based on superiority and it is basically aimed at developing effective leaders.
Another data obtained from the survey will give us interesting information about the relationship between strong characteristics and effectiveness of a leader, based on the associates' assessment.

Figure 2: The dramatic increase in effectiveness with strong properties' increase
(*Source*: *Ibid, pg. 147.)*



As we can see, one feature already in which we are strong increases our effectiveness in as much as 64%. Only three properties in which we are strong give us the assess of the effectiveness of over 80%. There are four explanations why the competencies are related:
The power in one competence creates a powerful "halo effect."
In the development process of any feature an individual also develops other related skills.
The individual's confidence increases when either attribute or skill produces success. The success in the development of a competency increases the confidence to try and develop other.
The aspiration level is increased when people fail in one dimension. It encourages them to set their new goals as high as possible and to make the new tasks as demanding as possible.
It is interesting that the best combination are provided by interpersonal skills and focus on results, given that it is estimated that 66% of outstanding leaders together possess these qualities.
It should be said that the access to enhancement of the superior competences does not apply in the case where the leader has a fatal flaw. Extremely low score in one characteristic is a fatal flaw, and if people having it improve their results in the competence, their associates will assess the evaluated individual's total score has dramatically improved.
There are five fatal flaws guaranteeing the leadership failure:

1. Lack of the ability to learn from mistakes.
2. Lack of interpersonal skills and competences.
   - 2.1. A distant, rough, arrogant and egocentric leader
   - 2.2. Lack of basic social values and home upbringing.
3. Lack of openness to new and different ideas.
4. Lack of responsibility for (un)accomplished outcomes.
5. Lack of initiative.

By observing the five behavioral frameworks the following facts have been crystallized:
All fatal flaws are extremely visible; anyone close to a leader senses the influence of this kind of behavior.
Each fatal flaw is primarily the inability to do something, those are not ineffective actions, those are inefficiencies arising out of non-action.All fatal flaws are deep-rooted not on non-having the intellectual but on not-having emotional intelligence.
The flaws' abatement in its essence has the increase of the individual's emotional intelligence. Technically, a proper and thorough feedback should be organized and the results used.
One becomes a great leader when with the natural gift and based on the practice, learning and experience develops the gift in a successful manner. Other findings arising out of the research are [4]:
When compared to good leaders the great leaders make a huge difference.
An organization can have lots of great leaders.
In the development of leadership abilities it is aimed too low.

- The relation between the improved and increased performances exists, but it is stronger than the linear.
- The great leader consists of several "basic blocks" of a leader foundation.
- Leadership is a crucial and critical element in the success in changes.
- Not all competences are equal; some differ good from great leaders, whereas other do not.
- The leadership competences are narrowly connected.
- The effective leaders have different personal styles; there is no such thing as a true leader manner.
- The effective leadership practice is specific for each organization.
- The key of development of excellent leadership is increase of strong features of a leader.
- The powerful combination produces almost an exponential positive result.
- Lack of weaknesses is not the cause of excellent leadership.
- The excellent leaders do not have some great weakness.
- The fatal flaws have to be amended.
- The leadership attributes are often corrected non-linearly and in non-standard manners.
- One is not born a leader, one becomes a leader.
- The leader can improve the effectiveness by self-development.
- The organization and direct superiors can provide significant contribution in leadership development.
- The quality of an organization often cannot be better and is not better than the quality of the leader who is the head of the organization.

4. CONCLUSION

The profile of a company manager of tomorrow should be observed in the dynamic development of economy and society. The main task is to, by forecasting the future course of development, strategically implement the developments, technological innovations, creating new opportunities for more favourable business transformations. Managing and organizing future enterprises operations is realized on the basis of the concepts, strategic principles, entrepreneurial philosophy, modern methods and information algorithms in the process of technological social innovative changes. These are the processes of automation and business cybernatization requiring the innovated profile of a company manager. The decisive elements of the innovated profile of the manager are the wholeness of the character traits, high level of managerial and organizational skills (cross-section of typical traits of the profession), a high degree of strategic entrepreneurship and marketing risks, and thus the ability of innovation application.

A leader's basis consists of:
- THE CHARACTER,
- PERSONAL CAPACITY,
- OUTCOME FOCUS,
- INTERPERSONAL SKILLS, and
- ORGANIZATIONAL CHANGES MANAGEMENT.

The excellent leader emerges in such a way that what is already powerful and strong in him/her is enhanced. Therein lies the fundamental difference between a good and excellent leader: a good leader develops the properties in which he/she is weak considering the average level and the excellent leader develops the characteristics in which he/she is above average and leads them to perfection.
One becomes an excellent leader when someone with the natural gift and based on the practice, learning and experience develops the gift in a perfect manner.

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ТРАНСФЕР ТЕХНОЛОГИЙ И ОТКРЫТЫЕ ИННОВАЦИИ: ЗАДАЧИ МАРКЕТИНГА И ИНСТИТУЦИОНАЛЬНОГО ОБЕСПЕЧЕНИЯ В УКРАИНЕ И СЕРБИИ

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Аннотация: *В статье рассмотрены основные требования к современному маркетингу в сфере коммерциализации, трансфера технологий и открытых инноваций. Показано, что закон Бейя-Доула от 1980 г, был лишь одним из значительного количества законов, кратко рассмотренных в статье, которые создали в США фундаментальную законодательную базу для обновления существующих и формирование новых институтов коммерциализации и трансфера технологий, стимулирования научной и научно-технической деятельности, сотрудничества государственных и частных секторов экономики. Рекомендуется применить опыт программы Yozma для активизации венчурного инвестирования в Украине, а также разработка в Украине и Сербии национальных концепций институционального формирования национальной сети коммерциализации и трансфера технологий до 2020 года.*

Ключевые слова: *маркетинг, открытые инновации, венчурный капитал, институциональное развитие, венчурное инвестирование, научно-технологический сектор, инновационная экономика, передовые производственные технологии.*

1. ВСТУПЛЕНИЕ

В современных условиях главными ресурсами динамичного инновационного развития экономики и повышения конкурентоспособности стран на мировых рынках наукоемкой и высокотехнологичной продукции является создание и эффективное использование результатов исследований и разработок (ИР), коммерциализация и трансфер технологий. Исключительные возможности этой деятельности отмечал один из самых известных специалистов в области коммерциализации технологий д-р Дж. Козмецки

(Техасский университет, США): «Эффективная коммерциализация достижений науки и технологии - ключ к политической и экономической мощи. То, как нынешнее поколение управляет этим ресурсом и способно его использовать, определит степень возможного процветания частной и общественной жизни в стране и за рубежом «[1]. Значительное влияние на результативность системы коммерциализации и трансфера технологий оказывает маркетинг результатов ИР и технологий. В последние несколько лет идеи активизации этой важнейшей сферы деятельности развил в своих работах Г. Чесборо [2-4], которой на основании многолетнего исследования проблем продвижения инноваций в высокотехнологических компаниях, сформулировал новые подходы к управлению результатами НИОКР и инновациями.
Поэтому актуальной научной проблемой для Украины, Сербии и других стран с переходной экономикой является формирование и использование организационно-экономических механизмов, позволяющих предприятиям и организациям научно-технологического комплекса, компаниям поддерживать и повышать свои конкурентные преимущества посредством разработки и реализации стратегии эффективного использования полученных результатов собственных НИОКР и зарубежных научно-технических достижений.
Цель работы состоит в постановке требований к современному маркетингу в сфере коммерциализации, трансфера технологий и открытых инноваций, а также задач формирования современного институционального обеспечения в этой сфере в Украине и Сербии, включая венчурное инвестирование, которые способствовали бы достижению баланса интересов государства, исследовательских учреждений и предприятий, где зарождаются и внедряются новые научно-технические решения, авторов изобретений и разработчиков инновационных продуктов.
Задачи маркетинга в сфере коммерциализации, трансфера технологий и открытых инноваций. Передовые научные знания после определения возможных сфер использования могут быть коммерциализированы (преобразованы в готовый рыночный продукт) при определении их перспективы путем проведения экспертизы и наличия финансовой поддержки, вовлекаться в хозяйственный оборот, реализовываться и покупаться на национальном или международном рынках с использованием организационно-экономических механизмов трансфера.
Экономическая категория маркетинга определяется как «обширная по своему спектру деятельность в сфере рынка товаров, услуг, ценных бумаг, осуществляемая в целях стимулирования сбыта товаров, развития и ускорения обмена, во имя лучшего удовлетворения потребностей и получения прибыли. Маркетинг призван приспособить производство к требованиям рынка «[5]. Более подробно маркетинг это система, целый комплекс видов деятельности, включая исследование рынка с помощью сбора сведений для анализа и принятия управленческих решений, выявление потребностей производства и возможностей науки, планирование и организацию производства новых систематизированных знаний, технологий, товаров, пользующихся спросом, выбор эффективных форм и каналов сбыта, ценообразования, продвижения продукции к потребителю, включая стимулирование их продаж, контроль и др.

2. ИЗЛОЖЕНИЕ ОСНОВНОГО МАТЕРИАЛА ИССЛЕДОВАНИЯ

Анализ статистики свидетельствует о недостаточном уровне маркетинга результатов ДР и технологий, что не позволяет реализовать достижения украинской науки. Так в Украине в 2004-2012 годах учеными выполнены около 160,0 тыс. научных и научно-технических работ по созданию новых видов изделий, техники, технологий и материалов по секторам наук, что свидетельствует о значительном потенциале научных разработок. Многие финансировалась средствами из государственного бюджета. Но количество приобретенных и переданных новых технологий (технических достижений) в Украине и количество охранных документов полученных национальными заявителями на объекты интеллектуальной собственности не отвечают объему выполненных работ.

Отметим некоторые особенности стратегии маркетинга результатов ИР и трансфера технологий. Этап научных исследований должен начинаться с изучения теоретических, информационных и патентных материалов связанных с направлением научного поиска, что позволит оптимизировать выполнение исследований, направленных на изучение свойств и явлений материального мира, в результате которых будут получены новые знания, и будет способствовать инициирование новых подход в исследованиях. Исключительную помощь здесь окажет постоянный мониторинг фундаментальных и прикладных исследований, который может выполняться централизованно в рамках научно-технологических учреждений и непосредственно учеными. Результаты научных исследований на этом этапе формируются в виде гипотез, концепций, рекомендаций и в иной форме, а интеллектуальный продукт, как конечный результат этой стадии может быть выражен в виде теоретического обоснования идеи будущего нового продукта (нововведение) или пионерного (базисного) изобретения, предварительной оценки их потенциального эффекта и формирования соответствующих концепций коммерциализации.

На этой стадии созданный интеллектуальный продукт, включающий большой объем ноу-хау, должен временно храниться в тайне, а созданные изобретения подлежат патентованию с целью получения приоритета. Перед стадией прикладных исследований следует выполнять большой объем патентных и маркетинговых исследований, которые позволяют выработать решение о принципиально возможности создания коммерчески успешного продукта или технологического процесса и выявить конкурентные разработки, определить стратегию на перспективу. Наибольшую вероятность реализации на международных рынках имеют уникальные технологии, которые превосходят любые другие существующие аналоги или прототипы из наиболее важных потребительских характеристик и представляют существенный интерес для западных компаний. Поэтому при решении сложных вопросов экспорта / импорта технологии важно провести ее экспертизу, выявить возможные сферы его использования, оценить ее конкурентоспособность. Исключительное значение имеет решение комплекса вопросов по патентованию технологии в Украине и в случае ее перспективы и существенной новизны и за рубежом. При этом следует считать, что описание патента по возможности не должен содержать одно или несколько ноу-хау, необходимые для реализации технологии.

Для продвижения на рынок созданных технологий научно-технологические учреждения и инновационные фирмы должны быть очень внимательными при выборе стратегии маркетинга учитывая высокий риск, связанный с созданием нового товара, и ограниченными материальными ресурсами. Их маркетинговые стратегии по продвижению результатов ДР, технологий и технологических продуктов должны тщательно планироваться в зависимости от их финансовых возможностей и включать поиск потребителей и партнеров и информационная поддержка.

Поиск потребителей осуществляется через профессиональные отделы трансфера и коммерциализации технологий технопарков, национальных исследовательских институтов и центров или с помощью Интернета через зарубежные профессиональные центры трансфера и коммерциализации технологий. Новые возможности откроет взаимодействие с международными структурами, оказывающими поддержку в поиске партнеров в трансфере технологий, продвижении технологий на рынок, в инновационном и транснациональном технологическом сотрудничестве. К ним, например, относятся сеть «Центр передачи инновационных практик» (Innovation Relay Centers (IRC), сеть «Инновационные Регионы Европы» (Innovative Regions in Europe Network), Европейская ассоциация трансфера технологий, инноваций и промышленной информации (The European Association for the Transfer of Technologies, Innovation and Industrial Information), Российская сеть трансфера технологий (Russian Technology Transfer Network, RTTN).

Следует учитывать, что успех в продвижение предложенных к передаче за границу технологий зависит от степени ее завершенности. При этом, чем больше усилий требует адаптация технологии от западного партнера, тем сложнее продвигать ее на западные рынки. Если же применение новой технологии не требует инвестиций (они маленькие), а характеристики готового изделия с использованием этой технологии достаточно существенные, то вполне вероятно, что такая технологии найдет своего покупателя на Западе. Следовательно, чем больше усилий требует адаптация технологии от западного партнера, тем сложнее продвигать ее на западные рынки.

Задачи иститутионального формирования и развития эффективных систем коммерциализации и трансфера технологий. Организационно-экономические механизмы решения таких задач должны быть включены в соответствующие законодательные акты. Так в последние десятилетия наиболее конкурентоспособная система коммерциализации и трансфера технологий была создана в США. В большинстве аналитических публикаций в СНГ и других странах успехи в этой сфере связываются с принятием закона Бейя-Доула от 1980 г, который позволил университетам, некоммерческим организациям и субъектам малого бизнеса получать право собственности на изобретения, сделанные при поддержке правительства. Приводятся данные, что с принятием закона количество патентов, подготовленных университетами, увеличилась в 10 раз, причем университеты вместо поглощения финансовых средств стали генерировать их для американской экономики, создав 260 000 рабочих мест и вливая ежегодно 40 млрд долларов США в экономику.

Но реально этотзакон был лишь одним из значительного количества законов, принятых в 1980-2000 годах, создали фундаментальную законодательную базу для обновления существующих и формирование новых институтов коммерциализации и трансфера технологий, стимулирования научной и научно-технической деятельности, сотрудничества государственных и частных секторов экономики. Перечень, главные цели и результаты основных из этих законов представлено в таблице 1.

К сожалению, в настоящее время, анализ созданной институциональной структуры коммерциализации и трансфера технологий в США и влияние ее элементов на эффективность научной и инновационной деятельности еще не получил должного освещения.

В широком смысле институциональная структура - это определенный упорядоченный набор институтов, создающих матрицы экономического поведения, определяющих ограничения для хозяйствующих субъектов, которые формируются в рамках той или иной системы координации хозяйственной деятельности. Институциональная структура коммерциализации и трансфера технологий является составной институциональной структуры экономики любой страны.

Среди мероприятий в законах США, направленных на обновление существующих и формирование новых институтов коммерциализации и трансфера технологий и формирование национальной сети трансфера технологий определит такие как: организация в главных федеральных лабораториях управления по применению исследований и технологий, организация Центра по использованию федеральных технологий (в Национальной службе технической информации), формирование и организация консорциума федеральных лабораторий по трансферу технологий и определение механизмов финансирования работы этой организации, учреждение центров трансфера производственных технологий, формирование служб промышленной пропаганды в штатах и центров информации об успешных технологические программы в штатах и на местах, переименование и Национальное бюро стандартов в Национальный институт стандартов и технологии и расширение его роль в области трансфера технологий, создание центров обучения трансфера технологий, управляемых Министерством образования и др. Успехи США в коммерциализации и трансфере технологий в указанный период обусловлены и с дальнейшим развитием рынка венчурного капитала, способствующему эффективному превращению накопленных знаний в конкурентоспособные инновационные продукты и переходу к эре открытых инноваций.

Отсюда следует, что государства, выбравшие инновационную модель развития экономики, должны форсировать создание национального рынка венчурного капитала. Пока в Украине, несмотря на наличие определенной законодательной базы, уровень участия венчурного капитала в создании statr-up компаний, в реальной поддержке и развитии малых и средних инновационных предприятий крайне низок. Во многом такой факт связан с игнорированием опыта США, Европы и Израиля, где ведущую роль в становлении венчурной индустрии сыграло участие государства посредством использования им соответствующих форм стимулирования бизнеса к венчурному инвестированию и формирования инфраструктуры для реализации венчурной деятельности.

В Израиле толчок к развитию венчурного инвестирования дала программа Yozma в 1992 г. Программа была создана под руководством Министерства промышленности и торговли Израиля на основе американского опыта венчурного инвестирования.. Для оперативного управления Yozma были назначены профессиональные венчурные финансисты с опытом работы в технологической промышленности, которые подчинялись совету директоров, составленному из представителей государства, и имели полномочия действовать на основании устава. Yozma также была нацелена на то, чтобы быстро создать новую индустрию и дать ей возможность развиваться. Фонд программы был использован для капитализации десяти других венчурных фондов, каждый с капиталом 20 млн долл. К фондам предъявлялись такие требования: наличие одного израильского партнера и одного американского или европейского партнера с именем и стажем. В обмен фонд получал 8 млн. долларов из фондов Yozma (остальные 12 млн. долл. партнеры должны были представить совместно), которые в случае провала фонда они не обязаны были возвращать. А в случае успеха партнеры имели право выкупить долю государства за ту же сумму и дополнительно оплатить символическую процентную ставку (7% от прибыли на эту долю) - таким образом, более 90% дохода доставалось частным участникам программы.

*Таблица 1.

Наименование закона	Главные цели и результаты
Закон Стивенсона-Уайдлера от 1980 г. об инновационной деятельности	- Основал в главных федеральных лабораториях управления по применению исследований и технологий. - Основал Центр по использованию федеральной технологии (в Национальной службе технической информации).
Закон Бейя-Доула от 1980 г.	Закон Бейя-Доула от 1980 г. - Позволил университетам, некоммерческим организациям и субъектам малого бизнеса получать право собственности на изобретения, сделанные при поддержке правительства. Закон от 1982 г. о развитии инновационной деятельности в малом бизнесе
Закон от 1982 г. о развитии инновационной деятельности в малом бизнесе	-Потребовал от государственных органов выделять особые средства на НИОКР в малом бизнесе, связанные с задачами этих органов. - Основал программу инновационных исследований в малом бизнесе.
Закон от 1984 г. о торговых марках	-Позволил правительственным лабораториям, управляемым подрядчиками (GOCO), самим принимать решения о выдаче лицензий на патенты.
Закон от 1986 г. о федеральном трансфере технологий	-Ввел трансфер технологий в обязанность ученых и инженеров всех федеральных лабораторий. -Поручил учитывать деятельность по трансферу технологий при оценке работы сотрудников.
Правительственные постанов-ления 12591 и 12618 (1987 г.):	- Установили меры по стимулированию коммерциализации науки и технологий.

Общий закон от 1988 г. о торговле и конкурентоспособности-	-Акцентировал необходимость сотрудничества государственного и частного секторов в обеспечении исчерпывающего использования результатов и ресурсов. - Основал центры трансфера производственных технологий. - Дал разрешение на создание центров обучения трансфера технологий, управляемых Министерством образования.
Санкционирующий закон на 1989-й финансовый год о Национальном институте стандартов и технологии	- Позволил договорное вознаграждение за права на интеллектуальную собственность, за исключением патентов, в соглашениях о совместных НИОКР.
Закон от 1989 г. о национальной конкурентоспособности и трансфере технологий	-Представил федеральным лабораториям GOCO возможность заключать соглашения о совместных НИОКР и иной деятельности с университетами и частным промышленным сектором на условиях, в целом аналогичных тем, которые предусмотрены законом от 1986 г. о трансфере федеральных технологий .
Закон от 1991 г. о превосходстве американской технологии	- Включил интеллектуальную собственность в качестве потенциального вклада по соглашениям о совместных НИОКР. - Позволил директорам лабораторий передавать в виде дара лишнее оборудование образовательным учреждениям и некоммерческим организациям.
Закон от 1992 г. о трансфере технологий малому бизнесу	- Основал трехлетнюю испытательную программу „Трансфер технологий малому бизнесу” (ТТМБ) для Министерства обороны, Министерства энергетики, Министерства здравоохранения и социального обеспечения, НАСА и Национальной научной организации.
Закон от 1995 г. о национальном трансфере и развития технологий	- Предоставил участникам соглашений о совместных НИОКР права на интеллектуальную собственность, достаточные для быстрой коммерциализации изобретений, сделанных в рамках этих соглашений.
Закон от 2000 г. о коммерциализации трансфера технологий	- Повысил способность федеральных органов лицензировать изобретения, находящихся в федеральной собственности, путем реформирования системы обучения технологиям согласно закону Бейя-Доула. - Позволил лабораториям включать уже существующие изобретения, принадлежащих правительству, в соглашения о совместных НИОКР

* Разработано авторами

В результате в Израиле число таких компаний превысило четыре тысячи. Страна заняла достойное место в мировом технологическом бизнес. Органы власти в Украине могут применить опыт программы Yozma для активизации венчурного инвестирования. В Украине необходимо в централизованном порядке создавать базы данных национальных достижений в научно-технологическом секторе, спроса и предложений на результаты НИОКР (новации) и инновации. ЦИПИН им. Г.М.Доброва НАН Украины в научных публикациях и в центральных органах исполнительной власти Украины рекомендуется активизировать работу в части учета и трансфера передовых производственных технологий (ППТ), в первую очередь созданных за счет или с использованием средств госбюджета. Под ППТ в статистике науки и инноваций понимают технологии и технологические процессы, которые включают использование машин, аппаратов, оборудования и приборов, основанных на микроэлектронике или управляемые с помощью компьютера и которые используются для проектирования, производства или обработки продукции с целью обеспечения высшего уровня ее функциональных и потребительских свойств. Отличительной характеристикой ППТ является материализация технологии в конкретном оборудовании и подтверждение способности этих разработок для эксплуатации актами испытаний и приемки. ППТ значительно снижают риски и расходы предприятий на внедрение технологических нововведений и способствуют быстрому получению прибылей.

3. ВЫВОДЫ

Учитывая опыт США, положительные результаты его широкого использования в технологически развитых странах ЕС и проблемы институционального обеспечения коммерциализации и трансфера технологий [6-9], в Украине и Сербии следует разработать концепции институционального формирования национальной сети коммерциализации и трансфера технологий до 2020 года. В таких концепциях должны быть прописаны и подходы для реализации модели открытых инноваций в каждой из стран. Например, в концепции для Украины следует предусмотреть разработку законов для поэтапного создания национальной сети коммерциализации и трансфера технологий путем организации соответствующих Центров в макрорегионах Украины: Западном, Донецком, Крымском, Южном, Северо-восточном, Приднепровском и Центрально-Киевском. Формирование и работа таких Центров должно поддерживаться государством, особенно в первые годы их деятельности. Важно в концепции представить подходы для создания 2-3 венчурных фондов с долевым участием государства для финансирования венчурных фирм осуществляющих доведение научно-технических и инновационных разработок до рынка, подготовку квалифицированных менеджеров для венчурной сферы. Аналогичные подходы должны реализовываться и в Сербии. Для разработки таких концепций должны быть привлечены ученые, специалисты, работающие в инновационной сфере, работники государственных органов ответственных за развитие научно-технологической сферы в странах.

Создание национальных сетей коммерциализации и трансфера технологий в Украине и Сербии, основанных на мощных информационно-коммуникационных технологиях, улучшит инфраструктуру взаимодействия между рынком и научно-исследовательскими организациями в каждой из стран, будет способствовать доступу предпринимательских структур и промышленных предприятий к новейшим технологиям, взаимодействия с международными сетями трансфера технологий. Такие сети активизируют создание и укрепление партнерства между государственными, частными и негосударственными организациями, обеспечивающие интегрированный доступ к таким услугам, как финансовое планирование и возможностям доступа к венчурному капиталу, создание сетей для связей между фирмами и технологического обеспечения. В результате повысится результативность науки, организации-исполнители и руководители проектов получат стимулы уже на ранних этапах решать проблемы рыночного использования результатов исследований и разработок. .

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GENERAL FEELING OF UNCERTAINTY AND SOCIAL ENTREPRENEURSHIP

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***Abstract**: This paper aims to try to determine the key challenges facing the company in the real sphere and financial institutions in the years to come in a new, uncertain, global macro-economic environment. The authors are aware of the limitations provided by the present, which serves as the basis for projections, and in light of current circumstances, the idea of social entrepreneurship by offering to remove the general feeling of uncertainty that exists in the world should be considered.*

***Keywords**: financial crisis, risk management, macro and micro prudential supervision, social entrepreneurship*

"Alas! It is delusion all;
The future cheats us from afar,
Nor can we be what we recall,
Nor dare we think on what we are."

Lord Byron[1]

1. INTRODUCTION

Management of companies and financial institutions is different due to the differences that these entities play in the economy. In some aspects, there are certain common characteristics. A new economic space and the national and global level will not be the same after the "tectonic disturbance" caused by the financial crisis in 2007, and it will require new methods, greater flexibility, and innovation in activities of economic entities, risk management and value creation.

[1] George Gordon Byron, known as Lord Byron, an English poet

While social entrepreneurship can indirectly affect economic performance, it can be of great social benefit and as such, will gain more importance in the future. The concept of entrepreneurship, among economically developed countries and recognized universities in the world, was recognized by less developed countries that face similar economic problems and the Republic of Serbia. This is the reason that some practical examples are included in the work, in order to start thinking on and use this form of entrepreneurship in solving economic problems in our country.

2. KEY CHALLENGES IN MANAGEMENT

In practice, relevant pillars of sustainable development and economic entity are: a) stakeholder protection, b) risk management and c) the creation of value. To this, we need to add what is called a citizen’s corporatism that includes environmental, i.e. social and governance accountability. The roles of companies and community are connected. Companies does not any more only produce or provide services and make profit but must take responsibility for community development. [1] To this end companies and community must closely cooperate. Stakeholder protection was required before the crisis, [2] but due to irresponsible management; it gained even more importance in financial institutions. While investors will continue to enjoy special treatment in terms of protecting the interests, in this protected group enters a large number of entities, such as local communities, suppliers/business partners, shareholders, customers, NGOs, employees and government. The insistence on the protection of stakeholders increases the liability of management and hinders the execution of its functions whose task is to increase shareholder wealth and achieve an operating profit of the business, adding other functions related to the satisfaction of the community or the achievement of certain social objectives.
Risk management in the context of globalization and increased competition and risks proliferation are among the greatest challenges of the economic subjects, especially due to the rise of risk and especially if the economic entities are engaged in cross-border transactions. This is due to volatile movements in exchange rates and securities prices, which are determined by the speculative transactions, the growing influence of psychological factors on their movements (“Psychology of hordes”) (Keynes, Schiller), the unstable political situation in some regions, and poorly managed economic policies that lead to political instability in some countries. Instability in the Middle East could lead to a significant increase in world oil prices and reintroduce us into recession.
Risk management at the micro-level proved inefficient during the outbreak of the financial crisis 2007-2008. Conditional to the concept of inefficient micro-control could be given the behavior of individual countries with economic subjects believed that the prosperous period of economic growth will last forever and are entered in irresponsible borrowing in the international capital market. Weak micro protection and not finding a method for an exit strategy from the crisis strengthened the advocates of macro protection, which means greater involvement of the state and its authorities for direct involvement in the regulatory process, and the process of supervision. That gave the solid ground to the neoliberalism, but it is an open and

complex issue of relations between state and market in the management of the economy, i.e. the question, what after neoliberalism?

In the field of finance in the last 70 years, a dynamic growth was hiding the biggest risks to the business. According to the Global Risk of World Economic Forum [3] of 10 biggest risks, the 5 is, directly or indirectly, in the financial sector. Finances were in the focus of research not only because of the dynamic growth and volume of transactions, but for the fact that the financial world has become a paradigm of the global economy through financialization, and because they were the trigger of the global economic crisis. The crisis is more clearly revealed other weaknesses of the existing capitalist system, particularly the self-destruction that manifests itself in the long decline of investment in GDP and the need for its reconstruction to minimize the essential conditions for the emergence of crises in the future and to ensure sustainable development.

The transition to macroeconomic measures of protection raised the issue of relations between the state and the market, or finding a balanced relationship between the functions of the state and the market, because excessive involvement in the economy does not guarantee lesser risk. Among the relevant identified risks such as inflation, deflation, the measures that have a negative impact on capital flows, etc. are those related to the regulation. Too much regulation can be counterproductive to act on innovation and creativity in management.

In finance, in some relevant countries with mature markets, significant changes have occurred. Thus, for example, in the United States was established the Financial Stability Oversight Council (FSOC)[2], whose task is to identify risks that may arise in the financial services market, and in the EU European Banking Authority [4] with the task, as the appropriate authorities in the U.S., to control which banks pass the stress test. [5] The aim of establishing these bodies is the desire of the state to analyze the self-protection measures to minimize the conditions for the emergence of a new crisis.

Another important step is to abandon the rule that large financial institutions are "to big to fail." This radical shift was made when Lehman Brothers went bankrupt, i.e. when the U.S. Federal Deposit Insurance Corporation received authority to liquidate large financial and non-financial institutions, but also that transfer the losses of mismanagement to the shareholders, creditors and investors. The bankruptcy of Lehman Brothers is a great signal that they are not untouchables, that all financial institutions must provide greater transparency in the risk that its operations are included, as well as investors to demand that the management of the businesses is run in a way that does not threats financial stability. That includes their new relationship with the managers who have recently been forced to enter the growing risks in order to achieve the highest possible profit and dividend growth, which was promoted in other financial instruments with higher yields.

Strengthening the state in finding viable exit strategy in solving crucial problems, particularly unemployment, is obvious in the methods of innovative financing. Innovative methods of financing are obvious in collaboration with the private financing sector, for example, small and medium-sized enterprises that are start-up or in early business stage for raising the employment rate, particularly in risk areas. With this method of financing, a separate institution that is responsible for raising funds to finance projects that provide employment growth and

[2] FSOC je osnovan u okviru Dodd Frank WallStreet Reform and Consumer Protection

that has the authority to monitor the achievement of the project is formed. Such an example is the application of SME financing in the United States for USD 1 billion in five years. Such a form of financing for the first time was applied in Michigan, a state that has faced high unemployment. Formed with InvestMichigen with Mezzanine Fund 2011 was formed which, in partnership with Michigan State retirement systems and the Dow Chemical Company, provided the funds invested in companies with high growth rates that create jobs. According to the same principle, the creation of a separate institution that receives the assets and then allocated them to finance attractive projects is dealing EMA (European Monetary Agency) in the allocation of funds and the first such example was the financial support for the consolidation of Spain's banking system. [6]
Financial institutions, in addition to the usual methods of risk management that have proven effective, will be faced with greater regulatory and supervisory functions of certain organs, especially with respect to certain transactions that contain potentially significant risks at the national level. At the international level, the largest innovations are linked to the BIS III (Basel Committee on Banking Supervision), which includes involvement of banks in order to strengthen their own resilience to stresses which they may be exposed to, but also to strengthen the macro-prudential system. Leading banks in the U.S. and the EU have passed stress test [5], which forms the basis for the conclusion that there are conditions for ensuring financial stability. However, the standards of Basel III will not be able to be implemented within the initially envisaged timeframe (2013) and their application is disposed of at the earliest in 2016.
The aim of Basel III is that at the level of banks, including foreign management, ensure their resilience to the stresses on the one hand, and on the other hand, to institute macro-prudential systems for major risks that may arise and spread outside the banking system. It is based on three pillars: first, referring to the capital and cover the risk, as the leverage; the second pillar is related to risk management and supervision, and the third pillar is relating to the establishment of market discipline. Liquidity Coverage Ratio (LCR) is related to the provision of liquidity and Net Stable Funding Ratio (NSFR) is a long-term ratio that creates the conditions for banks to find stable sources of funding to ensure liquidity.
There are numerous unresolved issues; the most important among them is the definition of systemically important banks (SIB) at the national level. This and other unsolved problems now indicate an objective failure to apply standards within the stipulated time, and it is certain that it moves to a later period. This would mean that an interval of asymmetric applications follows. It does not necessarily have to be negative, especially if systemically important banks in the counties with relevant banking industry are being applied, which would be a pledge of relative financial stability at the global level. [7]
Some other things in the banking industry may have a destabilizing effect. One such example is the existence of dark pools market in which the price of securities and the identity of the buyer and seller were not disclosed. In the USA, there are 40 dark pools and they operate in 13 markets. The most important institutions that have dark pools are Credit Suisse CrossFinder and Goldman Sacks Group Inc., which traded daily in hundreds of millions of shares. In addition to this market, further destabilization subjects are those who enter into so-called shadow banking, which includes the financial activities implemented by non-financial institutions that create leverage, which increase risks that could destabilize the financial system in the absence of prudential self-defense.

Strengthening regulation and supervision in the financial sphere is a solid foundation, but it is not a guarantee that there will be no new crises, due to the dynamic technological development, major innovation in the creation of financial instruments, and the need for synergistic action of all relevant actors in finance, both at the national as well as at international plan.
Risk management in financial difficulty is under the growing influence of psychological factors on the movement of exchange rates or securities prices, which in the conditions of a globalized and internationalized financial system have even more dramatic effect on their already “random walk.”
The acquisition of value over the next 3 to 6 years will require of management an innovation in the direction of increasing competition (which has its limitations regarding the cost reduction that came the border) but also by the state economic actors - both in the direction of creating a more favorable macro-economic environment in any regulatory or financial support, as well as direct support for finding innovative methods, as well as increased competition.
Why this time horizon is emphasized? Because, according to the experts, the U.S. economy will go out of the crisis in three years, and that for the EU, since the crisis began later and that is complicated due to the debt crisis and disagreements with UK, is going last longer. [5]

Global output growth – in period 2011- 2014 in %

	2011	2012	2013	2014
World	3,9	3,2	3,5	4,1
USA	1,8	2,3	2,0	3,0
Eurozone	1,4	- 0,4	- 0,2	1,0
Emerging markets and developing countries	6,3	5,1	5,5	5,9

Source: IMF, World Economic Outlook, Jan. 2013

Will the U.S. and the EU get out of the crisis strengthened and be a development locomotive or the Triad will be extended to the BRIC countries, remains to see, which for economic agents makes uncertain global economic environment and the necessity of constant adjustment to changes. In the long run, among the countries that will significantly affect the international economic system are given, or the „Eleven will have its affect” (Japan, China, India, Russia, Indonesia, South Korea, Australia, Canada, South Africa, Brazil and Mexico) according to Attali [8].
A mild out of the crisis and the constant fear of a recession, cause the weakening of aggregate demand in these markets and the negative impact on growth in economies that are strong in economic relations with these markets. They had to redefine their economic policies with a growth policy based on the investment policy of growth based on rising demand in the domestic market. Among these countries, the BRIC countries, whose economic growth has slowed due to the fall in global, aggregate demand. In this countries, as well as Southeast Asia, trade and FDI flows declined. Less developed countries, as marginal players in the crisis will be first removed from the market, which has negative effects on economic growth in them, but also slows down the dynamics of necessary structural changes.
Multilateral trade talks in Doha are in crisis, and STO deals with the analysis of the phenomenon and attempts to respond in new ways to the challenges of change in the production

process. This applies, for example, to the rule of origin, which is supposed to redefine the conditions of valid trade in tasks rather than trade in goods. State involvement in the direction of increasing competitiveness, although not directly in the area of trade policy measures, may have resulted because of differences in the financial strength of individual countries and their commitment to create an environment in certain unfair trade segments, which will be difficult to control in the international plan, but you can act distorting on the trade flows. New protectionism along with the volatile movements in exchange rates and securities will pose serious risks for companies in the real sector.

3. NEW IDEAS FOR ORGANIZING THE BUSINESS ACTIVITIES

Innovation and adaptability on the dynamic changes, in order to increase competition, become the leading paradigm of company operations. In the advanced capitalist countries are trying to have a certain number of years to find new forms of companies, in addition to the profit and exercised the satisfaction and solving social problems. It is a “living laboratory” [9] that experimentally survive for several years in the U.S. and the UK and refers to the so-called “social entrepreneurship.” Social entrepreneurship is different from the “social business” which includes companies that create profits, but also generate some social goals. This term is not in any way connected with the social responsibility of companies. One possible definition could be that we are talking about innovative individuals who recognize a social problem and have a solution for it.

In the scope of social entrepreneurship some projects in the world, mainly in developing or less developed countries with the help of government agencies, multilateral development banks, governments, NGOs and other corporations, among which are very active in charitable foundations are already implemented.

Affirmation of social entrepreneurship reduces demand for all modest public means, with the inventiveness of individuals to solve some important social issues and increases the overall capacity of society to adapt to changes.

Some universities are actively engaged in this field. Stanford University is recognized for its Stratford Center for Social Innovation. Based on it d. light Company has been formed that in 2011has succeeded to ensure that two million people worldwide use, the university designed, solar lamp. The company thinks that by 2015, that number will reach 100 million people. The advantage is that it can easily be installed at a reasonable price, and reduces the cost of the population in the countries where there is no electricity for the purchase of jet fuel and reduces the risk of fire. “.... The school will continue the culture and mission of the d. light team in the distribution. Solar lighting is just the beginning. We see ourselves as suppliers of renewable energy in developing countries and we will continue to find solutions and organize a distribution network for years to come. “[10]

Innovativeness of individuals in solving social problems through social entrepreneurship has effects if it is recognized and financially supported by a variety of factors in society.

In the U.S. and the UK community interest companies and corporations benefit representing companies aiming to achieve a mix of social objectives and business structure are formed, as well as innovative financial instruments such as, for example, social impact bonds, which issue the companies in order to obtain financial resources, and the state is obliged to repay only if the business does not provide funds for the performance of duties. Goldman Sachs has invested 9, 6 billion dollars in social impact bonds for a program that is related to the reduction of return of frauds in the New York City. If it reaches the intended target, Goldman Sachs will return investment, and if achieve better results, it will profit; if not, it will realize a loss in the amount of ¼ investment, because Bloomberg philanthropic organizations will provide funds. [11]

How important is social entrepreneurship has become important, it is evident from the fact a special session is organized in the scope of the World Economic Forum. Besides that, U.S., Europe and Australia spend $1 billion for investments of this kind, and the Social Business Institute in Europe was established with the goal, as one of the main. In time of Hilary Clinton, a “global impact economy” was one of the pillars of U.S. foreign policy. These are some examples of the application of the expansion of the organizational concept in the function of solving social problems, but also to the gradual change in the philosophy of the company.

4. RESUME

The global financial and economic crisis has started all relevant subjects on the international scene in the direction of finding solutions to ensure long-term and sustainable growth. Despite the change in the business philosophy, abandoning neoliberalism, and highlighting the role of the state in the economy and the changes in the national and international level in some segments, the fact is that we did not come out of the crisis and that it is uncertain when we will come out. The business environment for companies in the real sector and in finance has not been fully defined. This fact makes it difficult to find the right business decisions and transactions continue to hold them in high-risk zone.

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ИННОВАЦИОННОЕ РАЗВИТИЕ АГРАРНО-ПРОМЫШЛЕННОГО КОМПЛЕКСА РОССИЙСКОЙ ФЕДЕРАЦИИ В СОВРЕМЕННЫХ УСЛОВИЯХ

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Аннотация: *проанализированы современные характеристики аграрно-промышленного комплекса Российской Федерации, сформулированы основные направления его инновационного развития на ближайшую перспективу.*

Ключевые слова: *аграрно-промышленный комплекс, инновационное развитие, интегрированные корпоративные структуры аграрно-промышленного комплекса, инновационные технологии сельского хозяйства.*

1. ВВЕДЕНИЕ

В начале 1990-х годов в Российской Федерации начался переход от планово-директивной к рыночной экономике. Основными задачами переходного периода были: приватизация государственной собственности, либерализация цен, сокращение дефицита государственного бюджета. В результате осуществления этих мер, как предполагалось, в народном хозяйстве станут действовать рыночные силы, которые расставят все на свои места. В частности, должна была измениться структура общественного производства, в которой высокая доля приходилась на тяжелую промышленность и незначительная – на легкую промышленность, а также производство потребительских товаров и сферу услуг. Предполагалось коренным образом реформировать все отрасли экономики страны, в том числе и аграрно-промышленный комплекс (АПК). Реформирование АПК Российской Федерации осуществлялось по программе, разработанной экспертами Международного валютного фонда (МВФ), Международного банка реконструкции и развития (МБРР), Организации экономического сотрудничества и развития (ОЭСР), Европейского банка реконструкции и развития (ЕБРР).

Программа получила название «Стратегия реформ в продовольственном и аграрном секторах экономики бывшего СССР, программа мероприятий на переходный период». Данная программа предусматривала минимизацию государственного вмешательства в регулирование развития АПК: сокращение дотаций и компенсаций, выплачиваемых сельскому хозяйству из бюджета, сохранение высокой налоговой нагрузки, доведение ставок кредита для сельского хозяйства до коммерческого уровня, отказ от защиты отечественного аграрного рынка от импорта. Однако в действительности реформы этих лет не привели к положительным сдвигам в АПК и лишь усугубили кризисное состояние отрасли.

2. АГРАРНО-ПРОМЫШЛЕННЫЙ КОМПЛЕКС РФ В СОВРЕМЕННЫХ УСЛОВИЯХ И ЕГО РАЗВИТИЕ

Серьёзной проблемой в АПК стало сокращение сельскохозяйственных угодий, ухудшилось их состояние и использование. За период 1990-2004 годов почти на 14 % уменьшились посевные площади и пашня, из оборота их было выведено более 30 млн. га, или около 30%, в 5,9 раза снизилось внесение минеральных удобрений на 1 га посевов, в 5,7 раза сократился ввод орошаемых земель, в 13,5 раза – осушенных земель. Резко уменьшилась техническая оснащённость сельхозтоваропроизводителей как в количественном, так и в качественном выражении. Количество тракторов сократилось в 1,7 раза, комбайнов – в 2,1 раза, другой техники – в 2,2 раза, более половины имеющейся техники выработало свой ресурс.

В результате снижения площади пашни и ухудшения состояния основных фондов сельского хозяйства произошло падение производства важнейших видов сельскохозяйственной продукции. Производство зерна в 2003 г. сократилось в 1,8 раза, сахарной свёклы – в 2,3 раза, мяса – в 2,3 раза, молока – в 1,7 раза, яиц – в 1,4 раза. Поголовье коров уменьшилось в 1,6 раза, свиней – в 2,4 раза, овец – в 3,9 раза, птицы – в 2 раза. Потребности населения страны в продуктах питания за счёт отечественного производства не удовлетворялись, а поставки импортного продовольствия увеличивались.

В то же время, в последние годы Российская Федерация превратилась из импортера сельскохозяйственной продукции в одного из крупнейших ее экспортеров, в первую очередь в части продажи зерна, а в ближайшее время существуют серьезные предпосылки для начала экспорта продукции животноводства. Такое положение сложилось благодаря двум основным обстоятельствам – формированию и развитию новых прогрессивных интегрированных корпоративных структур, принадлежащих АПК и применению инновационных сельскохозяйственных технологий.

За период 2008-2012 годов в АПК Российской Федерации успешно росли и развивались следующие компании, группы и холдинги. В 2011 году группа компаний «Юг Руси» обеспечила объем реализации продукции на уровне 56059,7 млн. руб., прирост этого показателя по сравнению с предшествующим периодом составил 24,0 %; группа компаний «Русагро» произвела продукции на сумму 39715,1 млн. руб., прирост показателя – 28,3 %, агропромышленный холдинг «Мираторг» получил выручку от реализации своей продукции на уровне 38495 млн. руб., прирост – 12,0 %. Описываемые показатели у других организаций АПК в 2011 году были равны соответственно: Продимекс-холдинг – 32101,8 млн. руб. и 10,5 %, «Приосколье» – 25077,8 млн. руб. и 34,1 %, «Содружество-Соя» – 19371,9 млн. руб. и 28,5 %, АПК «Астон» – 17627,0 млн. руб. и 63,7 %, группа компаний «Комос групп» – 17612,1 млн. руб. и 26,5 % [6]. Как видно, ведущие интегрированные корпоративные структуры российского АПК обеспечили за 2011 год существенный прирост по основным видам своей экономической деятельности в пределах 10,5 % – 63,7 %, что значительно выше, нежели по народному хозяйству в целом. Это свидетельствует об успешности и результативности интеграции организаций АПК в форме компаний, групп и холдингов, которые функционируют как коммерческие предприятия на основе частного акционерного капитала при поддержке государственных структур, создающих инфраструктурные и институциональные предпосылки их развития.

Следует подчеркнуть, что процесс инкорпорирования в российском АПК носит непрерывный характер. Так, в феврале 2013 года две российских компании, «Ангстрем» и «AF-Group», действующие в различных сегментах рисового рынка, подписали соглашение о создании совместного вертикально интегрированного холдинга «АФГ-Националь» с целью формирования структуры-лидера в выращивании, переработке и реализации риса и других агрокультур, со стоимостью объединенных активов около 8 млрд. рублей и совокупной выручкой – 5 млрд. рублей, что позволит контролировать все этапы производственной цепочки и снизить зависимость от резких изменений ценовой конъюнктуры [4]. Таким образом, дальнейшая консолидация предприятий российского АПК в интегрированные корпоративные структуры различных форм и дальше будет выступать одной из предпосылок наращивания объемов сельскохозяйственного производства.

Другим условием роста отечественного АПК является разработка и внедрение инновационных технологий сельского хозяйства. В этом плане речь идет о создании новых, более производительных средств производства, комплексной механизации, автоматизации и электрификации в растениеводстве и животноводстве, разработке интенсивных и ресурсосберегающих технологий производства сельскохозяйственной продукции, создании эффективных средств защиты растений и животных, гербицидов, минеральных удобрений, всесторонней химизации сельского хозяйства, обосновании прогрессивных способов орошения и осушения земель, селекции высокоурожайных, иммунных и высокоэффективных сортов сельскохозяйственных культур, разведении пород скота, обладающих комплексом ценных биологических и хозяйственно полезных качеств, углублении специализации и усилении концентрации производства, совершенствовании форм организации и мотивации высокопроизводительного труда, интеграции сельского хозяйства с другими отраслями народного хозяйства, разработке прогрессивных способов хранения сельскохозяйственной продукции, позволяющих до минимума сократить ее потери и продлить сроки потребления в свежем виде [1].

Важнейшее направление инновационного развития АПК – применение биотехнологий, основанных на промышленном использовании естественных и целенаправленно созданных живых систем, прежде всего микроорганизмов. Биотехнология широко применяется в агропромышленном комплексе (хлебопечение, виноделие, сыроварение, производство кормового белка). Перспективно развитие генной инженерии. Она открывает большие возможности для создания новых сортов растений и пород животных. Различные направления инновационного развития АПК взаимосвязаны. Так, эффективность применения минеральных удобрений определяется выпуском соответствующих машин для их внесения. Химизация сельского хозяйства требует таких сортов сельскохозяйственных культур, которые в большей мере были бы отзывчивы на удобрения. Кроме того, сорта должны отвечать требованиям интенсивной (индустриальной) технологии, особенно машинной уборки [2].

В животноводстве первостепенное значение имеют селекционная работа по выведению пород скота с высокой потенциальной продуктивностью и обеспечение его полноценными кормами, сбалансированными по питательным веществам. Эти направления инновационного развития АПК тесно связаны, скот новых пород с высокой потенциальной продуктивностью предполагает высокий уровень обеспечения кормами [3]. Так, в зарубежных странах сформировалось свиноводство, полностью базирующееся на зерновой кормовой базе, в мире существуют и другие модели. Например, в Китае содержится 475 млн. свиней (59 % мирового поголовья) и производится больше половины всей свинины в мире, а выпуск зерна на душу населения на 33 % ниже, чем в России, этот тип ведения свиноводства заслуживает изучения. Следует также внедрять новые технологии по комплексной переработке животноводческого сырья, в том числе малоценного, на пищевые, медицинские, кормовые и технические цели. Магистральным направлением развития животноводства являются современные комплексно-механизированные и автоматизированные фермы, использующие новые эффективные технологии. Одним из направлений инновационного развития отечественного животноводства также является свиноводство. За последние годы здесь проделана громадная работа – осуществлено 250 млрд. рублей частных инвестиций, что позволило создать отрасль практически заново, вследствие чего поголовье свиней выросло почти на 30 %, а производство и потребление мяса – на 50 %. Примером эффективного АПК в животноводстве выступает агропромышленный холдинг «Мираторг», который построил ультрасовременный роботизированный завод по убою и разделке, направив на эти цели 250 млн. долларов. Разделка туши животного автоматизирована, вначале она подвергается трехмерному сканированию, затем компьютер рассчитывает оптимальный вариант разделки и роботы разрезают тушу с точностью до миллиметра, вследствие чего перерабатывается до 100 % мяса, а отходы минимальны. В ближайшие пять лет в российском свиноводстве заявлено проектов стоимостью 350 млрд. рублей. Рост объемов производства продукции животноводства будет способствовать увеличению потребности в продукции растениеводства, используемой на корма животным. Повышение эффективности отрасли растениеводства связано с доступностью приобретения сельскохозяйственными товаропроизводителями качественных семян. Для воспроизводства семенного материала высшей репродукции площадь, засеваемая элитными семенами, должна составить не менее 10-15 процентов общей площади посевов, что обеспечит внедрение новых сортов, адаптированных к природно-климатическим условиям регионов. Кроме того, прогнозируется укрепление позиций российских предприятий АПК на международном рынке зерна и создание индустрии глубокой переработки зерна на основе инновационных аграрных технологий. По оценкам специалистов потенциал роста российского АПК таков, что производство зерна в стране может вырасти в 3-3,5 раза на основе использования современных машин и оборудования, обеспечивающих безотвальные технологии вспашки и нулевую обработку почвы.

Совершенствование техники и технологии требует новых форм организации труда и хозяйствования. Их многообразие должно способствовать рациональному использованию научного и материально-технического потенциалов АПК. Важно не только произвести продукцию с минимальными затратами труда и средств, но и успешно ее реализовать, поэтому приоритетом становится также интеграция сельскохозяйственных товаропроизводителей с перерабатывающими предприятиями и торговлей, организация маркетинговой службы, что и обеспечивается наиболее полно в рамках АПК. Таким образом, для инновационного развития АПК необходимо использование не отдельных, пусть даже очень важных технических и технологических инноваций, а их комплекса, охватывающего все аспекты инновационной деятельности.

Состояние инновационных процессов на любых этапах развития АПК в большой степени зависит от функционирования аграрной науки, целью которой является дальнейшее углубление и расширение исследований, подготовка научно обоснованных рекомендаций по эффективной организации и выбору технологии производства сельскохозяйственной продукции и ее переработки [5]. Достижения биологии, биохимии, селекции, генетики, микробиологии означают подлинную революцию в сельском хозяйстве – биотехнологическую. Эти достижения проявляются в новых средствах производства, нетрадиционных технологиях как составных элементах зональных систем ведения сельского хозяйства, поскольку традиционные механизированные технологии производства сопряжены с негативными явлениями: ухудшением физико-химических свойств почвы, загрязнением окружающей среды, ухудшением качества продукции. Следует вести активный поиск принципиально новых (высоких) технологий, прежде всего ресурсосберегающих, биозащитных. В АПК в силу ряда объективных и субъективных причин целесообразно развивать те формы хозяйствования, которые способствуют укреплению рынка ресурсосберегающих биозащитных технологий, для этого следует использовать опыт и имеющиеся достижения как отечественных, так и зарубежных теоретиков и практиков. Биотехнологии считаются наиболее перспективной областью высоких технологий, рынок биотехнологий является одним из самых динамичных и развивающихся. Современные биотехнологии – мультиэффективный сектор экономики и одновременно инструмент решения глобальных проблем, они находят свое практическое применение в самых разных отраслях экономики. Стратегическим направлением развития науки и наукоемких технологий является государственная поддержка биотехнологических разработок в АПК, в частности в растениеводстве, животноводстве и сельскохозяйственной микробиологии, главным образом на основе использования современных методов генной и клеточной инженерии.

Особо важную роль в увеличении урожайности растений играют генетико-селекционные технологии, создающие их новые, более урожайные и качественные сорта. Вклад генетики и селекции в повышение урожайности достиг, например, в США по кукурузе – 90 %, в Англии по озимой ржи – 86 %. Одной из пока еще не решенных проблем является финансирование АПК, которое не создает благоприятных условий для развития внутреннего рынка новых технологий. Инновационная деятельность встречает определенные трудности, связанные, прежде всего, с инвестиционным кризисом в аграрном секторе экономики, ограничен свободный доступ к иностранным технологиям. Государственно-рыночное регулирование по развитию рынка инновационных технологий в АПК включает: финансирование создания и использования инновационных технологий (в рамках целевых государственных программ, проектов); содействие привлечению дополнительных источников финансирования (внебюджетные средства, кредиты банков); совершенствование механизма привлечения инвестиций и стимулирование создания и использования инновационных технологий; формирование и осуществление единой государственной научно-технической политики; развитие законодательства; поддержка научных учреждений, разрабатывающих инновационные технологии; материальное стимулирование создания и использования инновационных технологий в хозяйствах и организациях; установление налоговых льгот пользователям (потребителям) инновационных технологий вплоть до полного освобождения их от уплаты налогов; поддержка государственными ресурсами программ и проектов создания инновационных технологий; формирование государственных банков инновационных технологий; обеспечение надежной правовой охраны и защиты интеллектуальной собственности; осуществление сертификации и государственной регистрации инновационных технологий; заключение международных договоров и взаимодействие с межгосударственными организациями по защите инновационных технологий. Государство тем самым не только намечает и осуществляет единую политику в области инновационных технологий, но и активно поддерживает коммерческие предприятия, научные организации, занятые разработкой и использованием инноваций.

3. ВЫВОДЫ

Исследуя проблемы инновационного развития АПК Российской Федерации, можно сделать вывод о том, что в его основе лежат следующие процессы – возникновение инновационных технологических укладов, способствующих созданию производств новых видов сельскохозяйственной продукции при сохранении существующих масштабов сельскохозяйственного производства и формирование наиболее адекватных потребностям инновационной деятельности в АПК организационно-экономических форм в виде компаний, групп и холдингов.

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РЕАЛИЗАЦИЯ КОНКУРЕНТОСПОСОБНЫХ ИННОВАЦИОННЫХ ПРОЕКТОВ В РОССИЙСКОЙ ЭКОНОМИКЕ И УЛУЧШЕНИЕ КАЧЕСТВА ИННОВАЦИОННОЙ ДЕЯТЕЛЬНОСТИ ПРОМЫШЛЕННЫХ ПРЕДПРИЯТИЙ

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Аннотация: *проанализированы качественные характеристики инновационно-инвестиционных проектов, сформулированы основные принципы обеспечения конкурентоспособности инновационной деятельности предприятий.*

Ключевые слова: *инновация, инновационно-инвестиционный проект, качество инновационной деятельности, конкурентоспособность инновационно-инвестиционных проектов.*

1. ВВЕДЕНИЕ

Положительные тенденции в преодолении последствий экономического кризиса 2008 года, сложившиеся в российской экономике в последнее время привели к тому, что возобновился рост в отечественном народном хозяйстве, продолжилась структурная перестройка промышленности, укрепился экспортный потенциал страны. Во многом это объясняется сильной экономической политикой, проводимой государством, которая сочетает в себе как укрепление институтов государственной власти, так и дальнейшее развитие рыночных принципов, что создает для всех хозяйствующих субъектов единые условия финансово-хозяйственной деятельности. В связи с этим усиливается конкуренция на национальных рынках, после вступления России в ВТО в нее активно включаются не только национальные, но и иностранные предприятия. В такой ситуации большинство эффективных хозяйствующих субъектов пересматривают приоритеты своей финансово-хозяйственной деятельности, в интересах выпуска современной, конкурентоспособной инновационной продукции, удовлетворяющей потребности внутреннего рынка и имеющей экспортный потенциал. Одним из важнейших направлений деятельности предприятий является осуществление инновационной деятельности и реализация различных инноваций в рамках инновационных проектов. Современные исследователи отмечают, что в настоящее время по величине инвестиций российская экономика находится на уровне 1978 года и на 50 % отстает от рекордных показателей второй половины 80-х годов, при этом практически все инвестиции осуществляются на основе современных технологий и оборудования, т. е. в действительности речь идет об инвестициях в инновации [7]. В то же время, недостаточная теоретическая проработанность инновационной проблематики ведет к тому, что на практике, осуществляя инновационно-инвестиционные процессы, предприятия часто принимают необоснованные решения при инновационном проектировании, в том числе при оценке качества инновационных проектов, что требует дополнительных исследований.

2. КОНКУРЕНТОСПОСОБНОСТИ ИННОВАЦИОННОЙ ДЕЯТЕЛЬНОСТИ В РОССИЙСКОЙ ЭКОНОМИКЕ

Для понимания содержания термина «проект» обратимся к известных ученых. Специалисты в области инвестиционного проектирования, как правило, дают следующие характеристики всякого проекта: проект – это технические материалы (чертежи, расчеты, макеты) вновь созданных зданий, сооружений, машин, приборов и т.п., предварительный текст какого-либо документа (плана, договора), план, при этом понятие «проект» может включать в себя замысел (проблему), средства его реализации (решение проблемы) и получаемые в процессе реализации результаты [2]. Достоинство таких определений в том, что они дают общую характеристику всякого проекта, независимо от его специфики.

Другой авторитетный автор, раскрывая особенности исследовательского проекта, как формы инновационного, отмечает, что под проектом понимается разработанный план исследований и разработок, направленных на решение актуальных теоретических и практических задач, в проектах излагаются научно-обоснованные технические, экономические и технологические решения, обязательными элементами инновационного проекта являются его финансирование, составление сметы расходов и другие аспекты [5]. Представляется, что специфика инновационных проектов достаточно полно раскрыта в подходе, в соответствии с которым нововведения выступают в форме инновационных проектов, а инновационный проект охватывает весь цикл от возникновения идеи новшества до ее практической реализации фирмой на рынке. Таким образом, инновационный проект несет в себе черты, присущие любому проекту во всякой области финансово-хозяйственной деятельности предприятия, одновременно он имеет собственную специфику, вытекающую из специфики инновационной деятельности.

Как правило, основные подходы к оценке инновационных проектов предполагают расчет их эффективности и окупаемости, при этом, к оценке инновационных проектов применяются критерии оценки инвестиционных проектов. Говоря об эффективности и окупаемости проектов, некоторые исследователи выделяют экономическую, коммерческую и бюджетную эффективность. Первая, по их мнению, учитывает затраты и результаты, связанные с осуществлением проекта, которые выходят за пределы прямых финансовых интересов участников, вторая – наоборот отражает эти интересы, третья – определяет последствия затрат и результатов для бюджетов всех уровней, государственного, регионального, местного. Другие авторы рассматривают коммерческую эффективность проекта, как эффективность с точки зрения реальной или потенциальной фирмы, реализующей проект за счет собственных средств и общественную эффективность, которая отражает эффективность проекта для общества [6]. Некоторые специалисты различают такие виды эффекта от реализации инновационных проектов как экономический, научно-технический, финансовый, ресурсный, социальный, экологический. Существуют и другие грани и аспекты понимания российскими и зарубежными учеными эффективности проектов. Обозначена позиция, сформулированная известными зарубежными экономистами в соответствии с которой многие инвестиции нельзя описать в терминах денежных потоков [1].

Исследования показывают, что для характеристики инновационных проектов нужно разработать методические подходы к оценке их качества. В наиболее общем виде качество представляет собой совокупность объективно существующих свойств и характеристик объекта, уровень которых обусловлен определенными показателями. Применительно к инновационным проектам такими показателями традиционно считаются показатели их эффективности. Так известные российские специалисты полагают, что сравнение различных инновационных проектов и выбор наилучшего из них производится с использованием чистого дисконтированного дохода, индекса доходности, внутренней нормы доходности и срока окупаемости капитальных вложений. Поскольку инновационные проекты в основном связаны с реализацией инвестиций во многих работах оцениваются объединенные инновационно-инвестиционные проекты, причем помимо уже названных выше показателей эффективности, относимых к динамическим моделям, предлагаются показатели, принадлежащие к статическим моделям, такие как показатели общей и сравнительной экономической эффективности, в состав последних в частности включаются коэффициент сравнительной экономической эффективности, приведенные затраты, сравнительный учет прибыльности, сравнительный учет рентабельности и др. [4].

В основе любого метода расчета экономической эффективности лежит чистая текущая стоимость (net present value – NPV), с одной стороны это реализация концепции дисконтированной стоимости, с другой – основа построения других методов. Аксиоматично, что вычисление NPV требует выбора подходящей ставки дисконтирования, определения текущей стоимости ожидаемых от проекта денежных доходов, расчета текущей стоимости соответствующих инвестиций и вычитание из текущей стоимости всех доходов текущей стоимости всех инвестиций. Признано также, что инвестиции в инновации с текущей стоимостью больше или равной нулю следует одобрять, меньше нуля – отклонять, следовательно, вычисление текущей стоимости – надежный метод оценки эффективности инновационных проектов. Большинство зарубежных экономистов разделяет такую точку зрения. Представляется, что чистая текущая стоимость дает возможность достаточно объективно оценить инновационные проекты всех групп, в том числе требующих лишь интеллектуальных ресурсов, требующих материальных и финансовых ресурсов и комбинированных. Кроме того, NPV позволяет дисконтировать денежные потоки, возникающие при реализации проекта на всех этапах, а также сравнивать между собой нескольких проектов, в том числе требующих различных финансово-материальных инвестиций. Однако, чистая текущая стоимость и дисконтирование дают возможность лишь частично охарактеризовать качество инновационного проекта.

Помимо дисконтирования определение качества инновационных проектов требует ранжирования всех видов инноваций. Здесь, как правило, действует принцип – чем больше значение показателя инновационности нововведения, тем выше качество инновационных проектов. Каждая из инноваций характеризуется определенными параметрами, следовательно, может ранжироваться с целью определения ее качества. Существующая международная и отечественная практика ранжирования весьма обширна и выработала большое число разнообразных методов и подходов. С учетом этой практики каждому из видов инноваций присваивается конкретный ранг качества, указанные ранги складываются, и выводится интегральный ранг качества инновационного проекта. В случае возможности реализации различных инновационных проектов, на основе ранжирования определяются их качественные характеристики, варианты сравниваются между собой, определяется оптимальный, наиболее приемлемый в данных условиях и т. д. Предлагаемые методические подходы к оценке качества инновационных проектов актуализируются в современных посткризисных экономических условиях, поскольку позволяют четко и конкретно зафиксировать состояние инновационного проектирования и осуществление инновационных процессов на предприятиях промышленности. Они дают иллюстрацию того, что инновационные проекты не могут быть реализованы в рамах лишь одной инновации, но являются результатом объединения инноваций различных видов в сложном и многоэтапном инновационном процессе.

3. ВЫВОДЫ

Создание инновационной экономики в стране в 21 веке требует повышения ее конкурентоспособности в международном и национальном масштабе. Для этого необходимо наращивать инновационную активность российских предприятий, которая все последние годы находится на неудовлетворительном уровне, что препятствует решению указанных задач [3]. Как было отмечено выше, одним из важных аспектов инновационной деятельности предприятий является обеспечение качества реализуемых ими инновационных проектов. Между тем, многие исследователи считают, что инновации выступают средством обеспечения конкурентоспособности организаций [8], следовательно, существует взаимосвязь между качеством и конкурентоспособностью инновационных проектов. В современной экономической литературе высказываются точки зрения, в соответствии с которыми качественная оценка инновационного развития организации может быть осуществлена при сопоставлении результатов и затрат, оцениваемых в виде стратегической ресурсной потребности с учетом его конкурентной позиции, включая уровень сложности стратегии, масштабы целей и результаты реализации. По нашему мнению, в конечном счете, понятие «качество инновационного проекта» это синтетическая характеристика, которая включает в себя формирование стратегии предприятия при осуществлении инноваций, определение положительных дисконтированных денежных потоков и неформализованную оценку, основанную на ранжировании всех видов инноваций с выходом на интегральный ранг качества инновационного проекта. Таким образом, реализация всех указанных составляющих хозяйствующим субъектом порождает различное качество инновационных проектов. В конечном счете, здесь будет действовать принцип – чем больше значение показателя инновационности нововведения, тем выше качество инновационных проектов.

Поскольку конкурентоспособность вообще – это свойство товара, услуги, объекта и субъекта выступать на рынке наравне с присутствующими там товарами, услугами, объектами и субъектами, то конкурентоспособность инновационного проекта проявляется в том, предприятия предпочитают одни проекты другим, а критерием выбора и предпочтений при этом выступает качество инновационного проекта. Таким образом, конкурентоспособность инновационного проекта представляет собой форму проявления его качества, а это качество является содержанием конкурентоспособности. Не отработанный стратегически инновационный проект, без обоснованного объекта инноваций и не подобранного и сбалансированного источника финансирования не сможет создавать положительную NPV и, следовательно, станет неконкурентоспособным. Полученные результаты исследований позволяют обозначить необходимые свойства и характеристики инновационных проектов, а также конкретные их показатели, позволяющие считать эти проекты качественными и конкурентоспособными, что позволяет придать новый импульс наращиванию инвестиций предприятий в инновации, путем принятия ими обоснованных решений при организации управлении инновационными процессами.

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PROBLEMS OF OPERATIVE MANAGEMENT IN ORGANIZATION OF RELIGIOUS TOURISM TOURS AND WAYS TO OVERCOME THESE PROBLEMS

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Abstract: *The main objective of this research is the quality of organization of touristic offer in religious tourism. What are the factors that affect the successful management, what is the role of tourism organizations, agencies and managers in creating services in religious tourism, are only some of the issues we deal within this research approach. We paid particular attention to those problems managers of pilgrim tours and custodians most often face in holy places, especially during religious holidays. Finally, the key to plan successful tourist tour depends on all these factors and elements, but, certainly, the most important among them is the understanding of needs and expectations of visitors and religious tourists.*

Keywords: *tourist product, distribution channels, management of religious tourism, tourist arrangements, pilgrim tours, holy places, custodians*

1. MANAGEMENT DISTRIBUTION CHANNELS IN TOURISM

Good organization of travel trips means more than well-done tour package. It means the pleasure of every link in the chain of distribution channels, from travel agencies to the end users.

From the point of view of those involved in tourism business, the successful tourism management is an important for the following reasons:

- Low profit margins, many travel agencies generate small profits while distribution costs can be large;
- A high competition, several tourist sectors are highly competitive and distribution has become an area of comparative advantage of some of the companies;
- The global market, the challenges of global markets provide an additional incentive for the organization of distribution in the right way. With new and different markets that are now available, travel managers must find effective ways to conquer them

- The transitory nature of the product, the traditional reason for the importance of successful management is relate to the short duration of the tourism product and the success in removing any obstacles on the way in the last minute;
- Information intensiveness, tourism is highly dependent on information, which enable the decision making process, and this work helps to overcome the difficulties related to the invisibility of the tourism product, it is very important that consumers receive the information in the right way at the right time.[1]

From the aspect of consumer, goods organization means meeting the own desires and justification of investment. The main items to be addressed by “the distribution managers” include design of the distribution channels of tourism products, the selection of the members of the distribution chain, management of conflicts of individual chain links, measurement and evaluation of individual members, the power of certain members over others and organizing multiple distribution channels.

Table 1 - Tourism value chain:

Staff at the holy site	Transportation	Intermediary agencies	Marketing agency	Services for consumers
• Transport from the airport • Rest and nutrition • Organizing routes and accompanying events • Rent a car, a boat and other vehicles	• Flight services and carriage • Organizing and baggage handling • Price Management • Organizing timetable • Ticket service	• Travel agencies management • Strategies of classification • Production and publication of brochures • Data collection and processing • Reservation • Ticket service • Consultations	• Manufacturing of tourists flyers and programs to acquire loyalty of the tourists • Advertising, PR, promotions • Presentations at trade shows • Cooperative advertising • Introduction with a traveling plan • Sale	

The design of distribution channels includes determining the number and types of agents to achieve the tourism product, the deployment of certain functions of added value to the participants in the distribution channels, defining the type of material and technical assistance to members of the chain and the design of the service - its elements and dimensions of these elements.[2] The design of distribution channels depends on the type and purpose of the trip. As the trip is more complex – the number and types of intermediaries is greater. Many factors influence the selection of a mediator in the implementation of tourism demand. It includes

1 Pender, Leseley, Sharpley, Richard, The management of tourism, SAGE, London, 2005., p.68
2 Pender, Leseley, Sharpley, Richard, The management of tourism, SAGE, London, 2005., p.73

marketing and distribution strategies of tourism companies, the types of products, targeted buyers, prices and market characteristics.

What is inevitable in the tourism product market, consisting of a large number of intermediaries, is a conflict due to the existence of conflicting goals. In such a situation, it is important to identify the causes of conflict and the ability to eliminate its negative effects. There are those conflicts that are acceptable to a certain extent and that can leave a negative impact on the realization of the ultimate goal of every broker - achieving certain profit margins. Very often can lead to disagreements between religious leaders and organizers of tourism because of their different views on travel, so what is important for one, it does not matter to other.

The evaluation and assessment of individual members of the distribution chain is very important for organizations that are profit oriented within the tourism industry. This is especially important for those religious organizations or local parishes that organize pilgrimage travels, non-profit oriented, but the quality and quantity of pilgrimage is in the first place.

The power of some large tour operators is reflected in a dominant position in relation to other members of the distribution chain channels. Members of the distribution value chain in religious tourism may include staff at the holy place, transport organizations, intermediary organizations (tour operators and tourist organizations), the agencies for marketing and sales and other intermediaries.

2. TOUR OPERATORS AND TOURIST ORGANIZATIONS

Travel agents are somewhat retailers, given that they are not involved in the production of products, but arranging and resale. Major partners of the travel agencies are tour operators, hotels and transportation agencies, based on which they arrange their services. Travel agencies for their work, for each sold ticket or used book receive a commission from the companies that deliver services, such as the sale of airline tickets, hotel services, car rental services and others.[3]

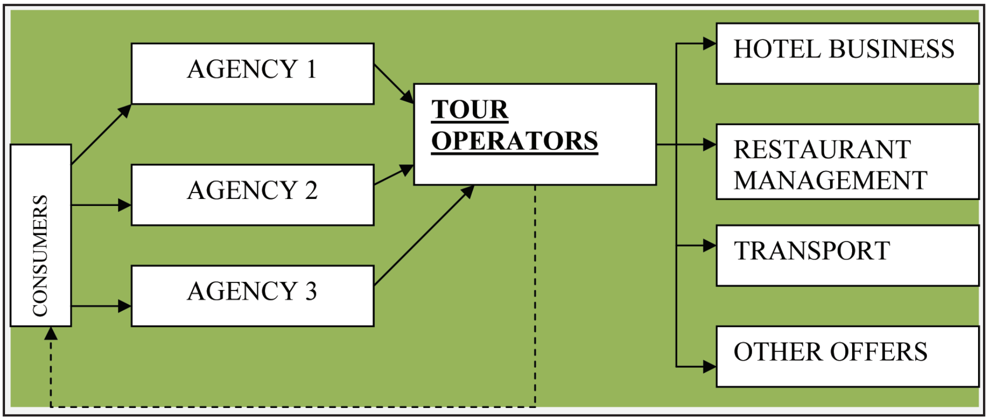
The intermediate position of travel agencies relate to linking the interests and needs of the participants on the supply side and the demand side on the tourism market, which Indicates further to their dual mediating role:
CONSUMERS

- Travel agencies, on the one hand, bind a large mass of tourists interpreting their needs, desires and interests,
- On the other hand, travel agencies represent the interests of the tourism supply, offering the market their services and products, molding them into a specific agency offer (such as package tour, IT arrangement, etc.).[4]

Unlike travel agencies, tour operators are wholesalers who buy for their own behalf and for its account a variety of offerings, and create them into a single product to sell them in the market to unknown buyer at the flat price, using someone else's sales network.

3 Đurašević Silvana, Turistička putovanja – savremeni koncepti prodaje, CID, Podgorica, 2008, p. 22
4 Jadrešić Vlatko, Turizam u interdisciplinarnoj teoriji i primeni, Školska knjiga, Zagreb, 2001, p. 81

Figure 1 - The relationship between travel agencies and tour operators:



The functions of travel agencies are:

1. ***Informative - advisory function*** - free information and advice on trade, catering and hotel management, foreign exchange regulations, events, brochures, etc.
2. ***The propaganda function*** - manifested in two forms:
- Pure commercial advertising messages
- By promoting tourism as a phenomenon, in which the commercial interests is less represented
3. ***The mediating function*** - in the narrow sense:
- Travel agency on the behalf of the third parties is in direct contact with customers, transferring their goods or services directly to immediate users,
- Sale of travel tickets and tickets for various events, museums, etc.; acquiring accommodation and food services, various insurance, travel documents, car rental
4. ***Organizational functions*** - travel agency creates and sells organized trips for their own account, at its own risk (travel arrangements).[5]

3. MANAGEMENT OF PILGRIMAGE TOURS

The most important role of travel agencies and tour operators consists in creating package tours, i.e. creating and preparation of organized trips.

Travel agencies in the preparation and implementation of its arrangements need to perform the following tasks:

- To create a travel package - this requires a complex understanding of the market, to define routes, destinations, travel plans, to choose transportation vehicle, determines the duration of the arrangement, the scope and quality of services and the number of participants;

[5] Jadrešić Vlatko, Turizam u interdisciplinarnoj teoriji i primeni, Školska knjiga, Zagreb, 2001, p. 81

- To determine travel arrangement price - the price is one of the most important success factors on the market, because based on the realized price it is necessary to pay various suppliers - service providers, travel agencies, to cover the costs related to the deal and profit;
- To sell travel arrangement - if product has the quality and the price, it does not mean that the market will accept it, and in that case, the sale has the crucial role, which includes the following phases: making an offer, organizing the sales network, the immediate direct promotion and booking arrangements (evidence of the clients);
- To carry out and implement tourist package - includes the preparation and implementation of direct travel arrangement. In the preparation it is necessary to determine: contractor (carrier) of a package, a list of passengers, accommodation, to prepare tickets, to charge arrangement, submit the required documents relating the catering partners, to inform participants about timing and places of departure, immediate implementation of the arrangement is made through contractual obligations under the terms of tour package;
- To calculate travel arrangement and to pay service providers (vendors) - the final act of a tour package includes a calculation sorting, verifying and completing material and financial documents, and payments of all service providers to suppliers;
- To calculate and analyze the financial performance of the tourist package[6]

Prior to the preparation and implementation, it is important to analyze the types of arrangements and their characteristics, advantages and disadvantages of package tours from the consumer standpoint, acquiring transportation, accommodation and food services as fundamental elements of the arrangements, provision of other elements to form packages and temporal order of business operations in preparing a package arrangement. Package arrangements relating to the religious pilgrimage have a number of characteristics that tour operators must take into account:

- This kind of travel is more of action then of stationary nature (the so-called tours, routes);
- They are tied for a particular period of the year;
- A very good understanding of other religious traditions and holy places is required[7]

By providing services of transport, accommodation and meals, the tour organization is able to form a package tour.[8] In religious tourism, we can add transport from one holly place to another, organizing the presence of religious ceremonies and events (religious facilities), sightseeing and cultural monuments (profane content) to these items. Advantages of organized trip for a religious tourists are multiple - simplify the purchasing decision, tourists need not to worry about the travel organization, and thus they can focus on the reason why they came to a sacred place, can be part of a group with which shared opinions, feelings and needs, and the price is much lower than when customers purchase individually.

6 Hrabovski Eva, Menadžment u turizmu (poslovanje preduzeća u turizmu), Fakultet za uslužni biznis, Sremska Kamenica (Novi Sad), 2008, p. 90
7 Grujić Milan, Menadžment u turizmu, Fakultet za uslužni biznis, Novi Sad, 2003, p. 74
8 Grujić Milan, Menadžment u turizmu, Fakultet za uslužni biznis, Novi Sad, 2003, p. 75

Religious pilgrimages can organize regular travel agencies, but also highly specialized agency for that type of travels. There is a lot of competition between them, and often resort to marketing strategy and propaganda on both sides. Agencies that are highly specialized for religious pilgrimage consider themselves as most competent and the religious organizations bless the organizers of such type, while other travel agencies simply want to update their offer with this very important item – knowing cultural and spiritual heritage of a tourist destination.
The big advantage of church pilgrimage agency is the narrow specialization and the fact that they have qualified theologians and believers, who are very familiar with the requirements of a believer – a pilgrim. Advantage of other tourist agencies is that they are not narrowly focused only on religious affairs within their arrangements.

4. TOURIST ORGANIZATIONS VS CHURCH

It is clear there is conflicts on many issues, on the one hand are the canonical and other religious organizations, and on the other side, the philosophy of "neoliberal" economics and its "greed" for profit. In Serbia and Montenegro, because there are only one or two pilgrimage organizations, we cannot speak about a real competitive struggle. However, in the Catholic world, or, say, Orthodox Russia, where the pilgrimage is a very popular trend in pilgrimage travel agencies, whose main goal is, according to church officials, to win the market. They resort to various means, violating the goals of the pilgrimage travels.
Many of pilgrimage travel agencies pledge to fully separate the concept of tourism - as a desire to experience some new impressions and pilgrimage - as a form of religious life. There are those who argue that the law establishes a monopoly on organizing the church pilgrimage travels. In any case, pilgrimages are a major source of funding in many monasteries, and on the other hand, these trips can have greater importance for the tourists.

5. MANAGEMENT AT THE HOLY PLACE

Although many "holy places" are mountains, valleys, rivers, lakes, there are some places where custodians are required. There are places whose buildings need to maintain, keep, to clean and maintain residential quarters and bathrooms, decorate altars, and to keep material and church treasure, sell souvenirs and thus feed the church family. Although they belong to spiritual vacation and running away from the routine of the post-industrial society, pilgrimage sites and shrines faces individual and/or team management challenges for the organization of daily activities in the service of the needs of tourists.
All visitors to the holy places can be divided into religiously motivated tourists and those who are just interested in exploring international, national or local religious heritage and to be familiar with other religious and cultural groups. However, this dichotomy is very simple. It is obvious that a very small group of people travels from purely religious motives, and that can be classified as a form of stereotyped medieval pilgrims, considering that today's visitors to holy sites show very different motivations, expectations and behaviors. Even within those pilgrims who travel for religious reasons there is a difference in the country and the culture,

language and dressing code. For example, in Russia, women must wear headscarves when entering the temple of God, while in other countries this rule does not have such importance. This means that managers must deal with a wide number of motivations, expectations and behavior of pilgrims and tourists who come to the place out of secular reason.
In addition, managers of the holy place must maintain an atmosphere conducive to prayer and meditation, and particular in the modern age, when a growing number of tourists visit secular places. In most cases, this other types of tourists are not familiar with some basic rules, or simply think that the rules that apply to true believers do not apply to them. This is most pronounced in the former communist, mainly Orthodox countries where the people were banned from visiting monasteries and other holy places, so the behavior in such places is absolutely unknown to people. For this reason, they can be a disturbing factor of the quality and comparative advantage of the holy place.
The comparative advantage of a sacred place is that it has something that other types of tourist destinations has not - monasteries and churches, which may be even one hundred thousand years old, some of the relics of the saints, but also peace and a sense of the presence of something divine and supernatural. Therefore, the "holy place managers" must provide to real believers a possibility of meditation and prayer, and to other tourists the opportunity for religious and other specifics of this sacred place. The managers of holy place can cope with it in various ways. One of these is to introduce visitors to the codes of dress and behavior, both through tourism organizations and placing the code directly at the entrance to the religious complex or posting them on the Web site.
Managers or custodians of the holy places from different religious groups have implemented strategies to cope with the problems of balancing between the meaning and purpose of the holy places, the expectations of tourists and pilgrims, the conservation of the places and the interest of tourist. For example, when prayers and religious ceremonies are in progress, tourists who do not want to participate in them can leave the place at a specific time, or they could be warned that they can move around the places set aside for prayer, allowing pilgrims praying in peace.
Site managers and staff of holly place in most cases replace the tour guide on a tour of the holy places. Therefore, they must be familiar with the entire history of this place, its importance and place in the culture of a people, as well as religious, artistic and architectural features of that place. In addition, it must have a strategy for presentation, insert interesting stories and events, which reduce the leanness of the story, and an important issue is the knowledge of one foreign language at least.
To make the experience of tourists - believer complete, several items should be taken into account - hospitality and kindness, good physical and logistic structure of the place, authentic ceremonies and rituals, the atmosphere of peace, tranquility, and banning the small vendors whose main goal is profit to enter the holly place. For example, customer dissatisfaction can happen if they have to wait long to enter the sanctuary, which can cause anxiety for visitors and disrupt the spiritual atmosphere. Even the lack of proper infrastructure can have a negative impact on the overall experience of visitors.
Knowledge of the needs and expectations of visitors is the key to success, and as with other tourism products and attractions, the holy places should work in attracting as many visitors as possible.

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TRADITIONAL DISTRIBUTION RETAIL PAYMENT SYSTEMS

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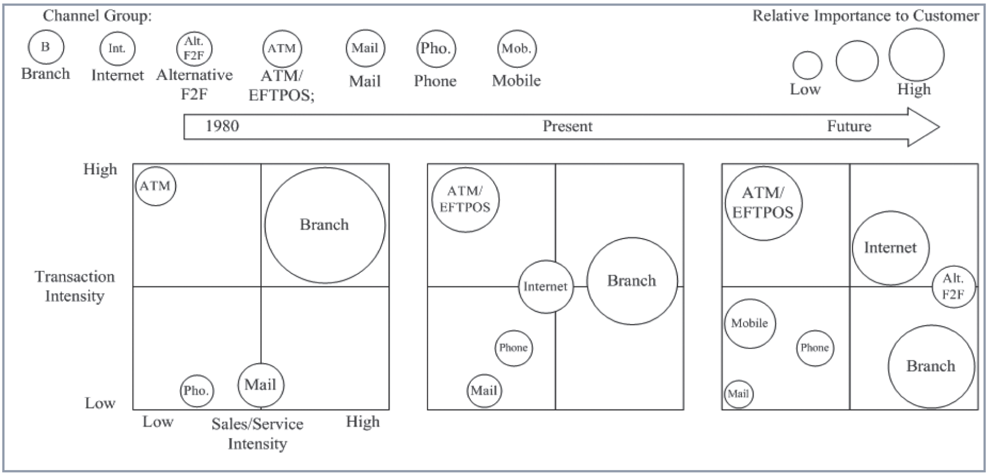
Summary: *The traditional distribution retail payment systems represent a form of remote banking services that allow customers to use certain banking services via: automatic bank tellers, point of sale terminals and home banking. The paper outlines the main features in: ATM and EFTPOS devices and credit cards system. Special attention is given to the description and analysis of official statistics from the NBS on: the number of installed ATMs and POS / EFTPOS devices in the Republic of Serbia, the number of transactions and transactions using payment cards issued in the Republic of Serbia ... for the period from 2007 to 2012. For the display and analysis of statistical data, the descriptive statistical analysis methods have been used.*
Keywords: *traditional distribution systems, payment cards, automatic bank tellers-ATM, EFTPOS devices, descriptive statistical analysis*

1. INTRODUCTION

Development and application of information and communication technology based on distributed computer networks, Internet, web technologies and cryptography, intelligent systems ... have enabled the development of new models of electronic banking: SMS banking, online banking, Internet banking and mobile banking. Modern information and communication technologies are the initiators of the deregulation of financial markets and large innovative solutions in the payment system in order to ensure its reliable and efficient functionning. Changes were also made in the traditional distribution retail payment systems, which include: automatic bank tellers-ATM (Automated Teller Machine), point of sale terminals or systems (POS / EFTPOS / Electronic Funds Transfer at Point of Sale) and home banking (HB), where various retail payment instruments are used (credit cards, debit cards, smart cards, e-checks, direct debits and today more and more mobile phones) as an alternative to cash. Figure 1 shows the development of banking channels.

Figure 1: Development of banking channels



Source: Deloitte Center for Banking Solutions

Plastic card systems as retail payment instruments have largely influenced and influence the development of e-banking, and thus the development of home banking based on telephone networks, digital voice technology and telephone answering machines, as well as the development of ATM and EFTPOS devices. Payment cards can be defined as standardized (ISO 7810 standard) non-cash payment instruments emitted by the banking system, commercial or specialized systems with which the cardholder may purchase goods or services (EFTPOS systems) and withdraw cash (ATM) to debit his account in the bank.

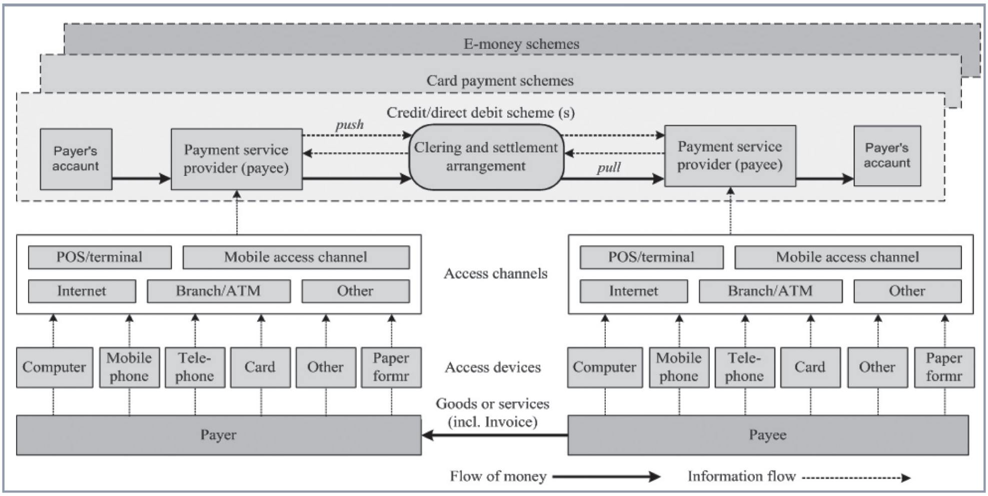
2. TRADITIONAL DISTRIBUTION RETAIL PAYMENT SYSTEMS

Besides the development of new models of electronic banking services based on Internet technologies, distribution systems, mobile computing, cloud computing, the traditional distribution retail payment systems are still used today and are constantly improved and transformed. According to Figure 1, we can conclude that the traditional distribution retail payment systems - ATM and EFTPOS devices, will play an impo Group (Fig. 2), the following actors rtant role in modern banking in the future period. According to the IETF Working participate in the retail payment process today: the customer, the merchant, access devices (computer, mobile phone, cards, other and the paper form), access channels (Internet, branch / ATM, POS, mobile and other channels), in some cases, there are also clearing and settlement arrangements.

2.1. Automatic bank tellers-ATM

Automatic bank teller or ATM, according to the NBS, is "The device usually installed in a crowded area or the branch of the bank and enables the cardholder to withdraw cash from his account 24 hours a day. To withdraw cash from an ATM, the cardholder must, as identification, type a PIN number, obtained from the bank in a sealed envelope, known only to him.”

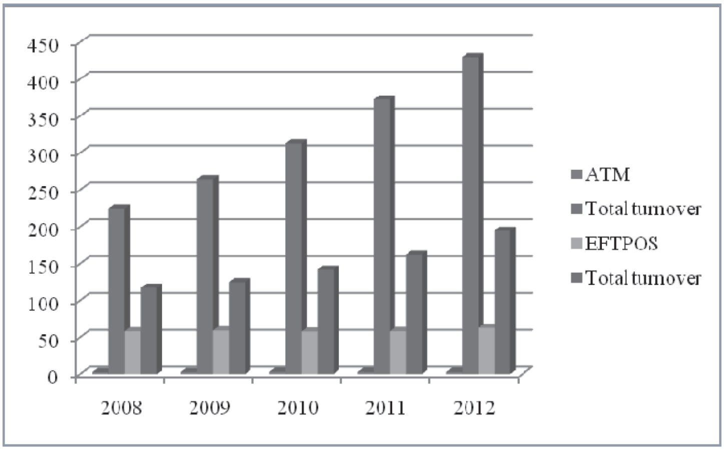
Figure 2: Retail payment process



The first traditional distribution retail payment system was an automatic bank teller /ATM Machine (ATM- Automated Teller Machine) that worked in the off-line mode. It was invented and installed by John Shepherd-Barron at Barclays Bank in London in 1967 and was able to pay a voucher worth 10 pounds. Vouchers were later replaced by plastic cards, kept in the ATM after the transaction. The bank would return them later by mail to clients for further use. The first automatic bank tellers-ATM were installed in Serbia in 1974 in Beobanka, but have unfortunately ceased to function after a few years. The first transaction with Visa Centre in London using Beobanka's automated bank tellers -ATM and Visa cards was done at the beginning of 1997. Automatic bank tellers (ATMs) are self-service devices placed in crowded areas (airports, railway stations, bus stations, subway stations, factories, universities, convention centers, sports facilities ...) and connected to a distributed network (ATM networks) within the electronic banking system. They are now divided into two groups according to their functionality:

1. Monofunctional automatic bank tellers-ATM (older versions) that provide 24 hours a day, 356 days a year, the bank customers and other users with: cash withdrawal and account balance inquiry;
2. Multifunctional automated teller-bank ATM, the modern ATMs that provide bank customers and others users, 24 hours a day, 356 days a year, with the following functions: cash payment and withdrawal, account balance inquiry, taking deposits, transfer funds to other accounts within the bank, payment of various bills, querying and obtaining information, a list of recent transactions, printing transactions, change of PIN, mobile impulse purchasing... Figure 3 shows the diagram of transaction processes of an ATM.

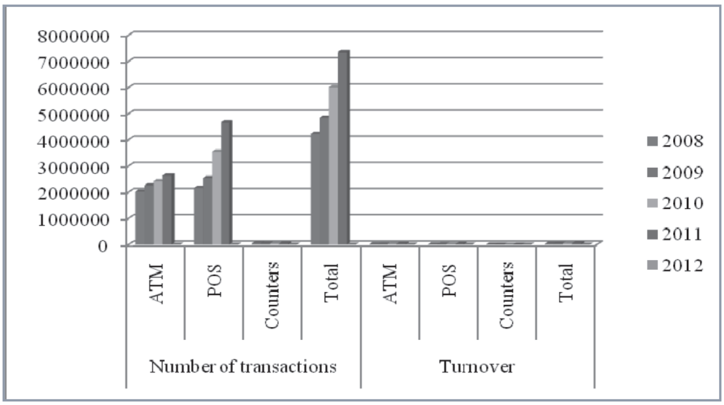
Figure 3: Diagram of the ATM transaction processes [8]



2.2. Point of sale devices / terminals or systems - EFTPOS

According to the NBS, EFTPOS is the electronic terminal, placed at the point of sale, which allows payment for goods and services. It is equipped with software for processing payment card transactions (reading data from the card, forwarding to the acquirer bank and the issuing bank acceptance of the response, based on which the money is withdrown for the purchase of goods). EFTPOS devices or systems work in off-line processing mode (accumulating all clients' transactions carried out during the day and later withdrawing certain amount of money from the customer's account) and on-line processing mode (processing is performed at the time of card activation through the EFTPOS terminal), which is now the dominant mode. Figure 4 shows the graphical model of on-line business transactions using payment cards and EFTPOS terminals.

Figure 4. Business transactions using payment cards and EFTPOS terminals [3]



Introduction of EFTPOS devices decreases: circulation of cash, the use of checks by customers, the cost of treatment, time needed for financial transactions, and increases the overall safety of both payment card users and payment ...

3. BUSINESS ANALYSIS OF TRADITIONAL DISTRIBUTION RETAIL PAYMENT SYSTEMS FOR THE PERIOD 2008-2012 IN THE REPUBLIC OF SERBIA

Before we start applying the descriptive statistical analysis for the referent period, it is necessary to say that the major changes in the banking sector in the Republic of Serbia have been made in 2004, when privatization of almost all 43 banks that had a license from the National Bank of Serbia took place (11 banks with majority foreign ownership, 18 banks with majority ownership of domestic entities – natural persons and legal entities and 14 banks where the majority owner was the Republic of Serbia). The dynamics of the installation of ATMs and EFTPOS terminals by the end of 2007 was the following: in 2004, 220 ATMs and 8500 EFTPOS terminals; in 2005, 837 ATMs and 31,816 EFTPOS terminals; in 2006, 1348 ATMs and 46 192 EFTPOS terminals and in 2007, 7084 ATMs and 211,985 EFTPOS terminals. Further analysis will include: the total number of installed ATMs and EFTPOS terminals in the Republic of Serbia, the number of transactions and transactions using cards issued in the Republic of Serbia on ATMs, the number of transactions and transactions using cards issued in the Republic of Serbia on the point of sale in the country and the number of transactions and the turnover in the country using cards issued by banks outside of the Republic of Serbia.

Number of installed ATMs and EFTPOS terminals, number of transactions and total turnover in the Republic of Serbia

Table 1 shows the official statistical data of the National Bank of Serbia on the total number of installed ATMs and EFTPOS terminals, the number of transactions and the total turnover in the Republic of Serbia.

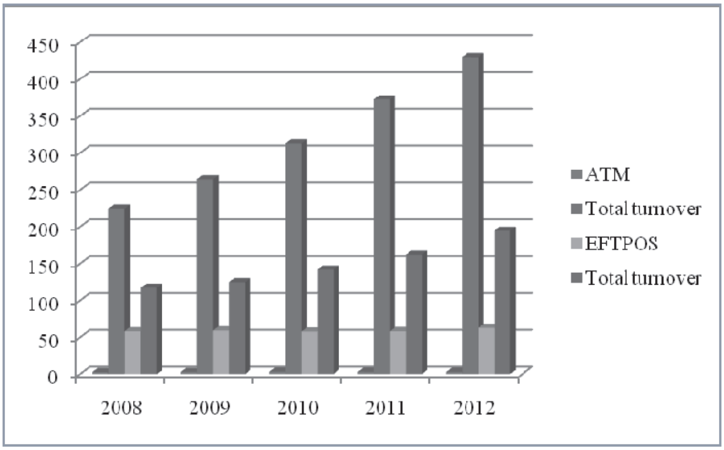
Table 1: Number of installed ATMs and EFTPOS terminals, number of transactions and total turnover in the Republic of Serbia

God.	ATM	Number of transactions	Total turnover*	EFTPOS	Number of transactions	Total turnover*
2008.	2.494	44.917.646	224.549	57.919	51.732.271	117.047
2009.	2.723	48.123.180	263.782	59.058	57.457.802	124.832
2010.	2.857	51.986.007	312.659	57.459	64.210.478	141.573
2011.	2.830	57.490.112	372.483	58.012	74.729.116	161.486
2012.	2.785	62.833.608	430.000	62.656	86.826.191	194.262

* Transactions using cards issued in the RS at ATMs and POS expressed in millions of dinars.

Graph 1 shows the number of installed ATMs and EFTPOS terminals and the total turnover in the Republic of Serbia, while the number of transactions is not shown, due to the large difference between the number of installed ATMs and EFTPOS terminals.

Graph 1: Number of installed ATMs and EFTPOS terminals and total turnover in the Republic of Serbia



Based on Table 1 and Graph 1, we can conclude that the number of installed ATMs in 2008 was 2494, and 57,919 EFTPOS terminals. In the next two years, the number of ATMs increased by 363 which is 10.4% (2009: 229 and 2010: 134). In 2011 and 2012, there was a reduction in the number of ATMs by 72 as follows: 2011: 27 and 2012: 45. The number of transactions at ATMs in the reporting period had a steady growth of 28.5%, the minimum number of transactions took place in 2008 - 44,917,646 and the maximum in 2012 - 62,833,608. The total turnover had an increase of 47.8% (2008: 224,549 and 2012: 430,000 millions of dinars). The number of EFTPOS terminals has increased in 2009 by 1139 (59.058), but in 2010 there was a significant drop, 1599 (57.459) compared to 2009 (due to the economic crisis, many shops closed). In 2011, the number of EFTPOS terminals increased by 553 (58 012), to continue to grow in 2012 by 4644 (62,656). The number of transactions at EFTPOS terminals in the reporting period has constantly increased and reached 59.6% (2008: 51,732,271 and 2012: 86,826,191). Total turnover had a significant increase of 60.2% (2008: 117,047 and 2012: 194,262 millions of dinars).

Number of transactions and turnover in the country using cards issued by banks outside of the Republic of Serbia

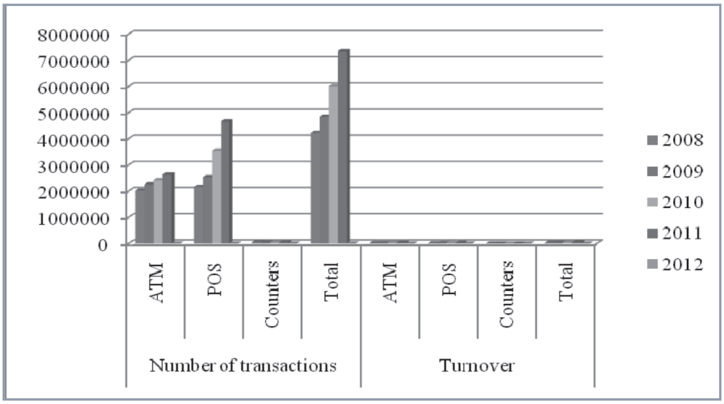
With the increase in the number of tourists, sporting and cultural events in the country, the number of transactions and turnover using payment cards issued by banks outside of the Republic of Serbia has also increased. Table 2 shows the official data of the National Bank of Serbia on the number of transactions and turnover using payment cards issued by banks outside of the Republic of Serbia in the period from 2008 to 2012.

Table 2: Number of transactions and turnover in the country using cards issued by banks outside of the Republic of Serbia

God.	Number of transactions				Turnover*			
	ATM	POS	Counters	Total	ATM	POS	Counters	**Total**
2008.	2.019.449	2.169.416	46.898	4.235.763	17.345	12.618	1.078	**31.042**
2009.	2.258.461	2.548.700	42.512	4.849.673	20.887	14.330	963	**36.180**
2010.	2.420.087	3.553.606	39.941	6.013.634	24.618	18.246	1.130	**43.995**
2011.	2.636.487	4.668.949	41.449	7.346.885	29.224	21.604	1.135	**51.963**
2012.	2.943.814	5.343.233	47.957	8.335.004	34.042	27.112	1.178	**62.332**

* Turnover in the country using cards issued by banks outside of the Republic of Serbia, stated in millions of dinars.

Graph 2: Number of transactions and turnover in the country using cards issued by banks outside of the Republic of Serbia



In the observed period, based on the data given in Table 2, we can conclude that the majority of transactions using cards issued by the banks outside of the Republic of Serbia were carried out in 2012: 2,943,814 ATM transactions and the turnover of 34,042,000 RSD. The lowest number of transactions took place in 2008 - 2019449, as well as the lowest turnover - 17,345,000 RSD. EFTPOS terminals have achieved the highest number of transactions 5,343,233 (2012), the lowest being 2,169,416 (2008). The highest recorded turnover was: 27,112,000 RSD (2012) and the lowest 12,618,000 RSD (2008). The traditional banking model (counters), or face-to-face interactions have made much less transactions compared to ATMs and EFTPOS terminals, 47 957 (2012) and the turnover of 1,178,000 RSD (2012).

4. CONCLUSION

The traditional distribution retail payments systems will contintue to play an important role in the future period in the financial transactions of modern banking systems. Based on the results of descriptive statistical analysis, we can conclude that the use of automatic bank tellers - ATMs, point of sale terminals -EFTPOS and payment card system as payment instruments have an upward trend in our country. The increasing interoperability of ATMs and EFTPOS networks, the prices of payment instruments, innovations in payment instruments and the legislation have all initiated the upward trend in applying the traditional distribution retail payments systems. In the observed period, the number of installed ATMs has increased by 10.5%, the number of transactions by 28.5% and total sales by 47.8%. The number of installed EFTPOS terminals has increased by 7.6%, the number of transactions by 40.4% and total sales by 39.8.

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УПРАВЛЕНИЕ РАЗВИТИЕМ СФЕРЫ АВТОСЕРВИСНЫХ УСЛУГ НА ОСНОВЕ МАРКЕТИНГОВОГО ПОДХОДА

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Аннотация: *В статье рассмотрены основные тенденции развития российского рынка сферы услуг. Раскрыта сущность маркетингового подхода к управлению, выделены его преимущества по основным сферам проявления, исходя из задач совершенствования управления деятельности автосервисного предприятия. Представлена модель маркетингового управления, обеспечивающая поддержку принятия эффективных управленческих решений в вопросах формирования маркетинговой стратегии и реализации программы маркетинга автосервисного предприятия.*

Ключевые слова: *управление, сфера услуг, рынок, анализ, методы,планирование, конкуренция, конкурентоспособность, стратегия, стратегические преимущества, эффективность.*

1. ВВЕДЕНИЕ

Современное экономическое развитие включает в себя прогрессивные изменения в структуре российской экономики: меняется соотношение и характер связей между основными секторами экономики – сельским хозяйством, промышленностью и сектором услуг. Именно сфера услуг составляет в экономически развитых странах основную часть экономики по числу занятых (больше 70 %). В таком мире каждая компания ориентирована к потребителям, а единственная цель компаний обеспечить удовольствие потребителей [1].
Российский рынок услуг в настоящее время находится в процессе непрерывного развития. Наибольшая активность наблюдается в сферах автомобильного сервиса, банковского дела, страхования, телекоммуникаций и компьютерных технологий. Это связано с усложнением производства, насыщением рынка товарами как повседневного, так и индивидуального спроса, с быстрым ростом научно-технического прогресса, который ведет к нововведениям в жизни общества. Все это невозможно без существования информационных, финансовых, автосервисных, страховых и других видов услуг. С развитием услуг растет и количество исследований, раскрывающих различные управленческие экономические и маркетинговые проблемы, возникающие в данной области.

Сфера услуг автомобильного сервиса в настоящее время занимает одно из ведущих мест в российской экономике. Вместе с тем, она требует своего дальнейшего развития, прежде всего это формирование новейших подходов к управлению с учетом применения управленческих концепций основанных на современном маркетинговом подходе.

В этой связи актуальными становятся задачи:

- укрепления и развития организационной структуры, обеспечивающей эффективную реализацию маркетинговых принципов управления автосервисными предприятиями;
- организации системы управления маркетингом, обеспечивающей поддержку принятия управленческих решений в вопросах формирования маркетинговой стратегии и реализации программы маркетинга автосервисными предприятиями.

2. ОСНОВНЫЕ ЭЛЕМЕНТЫ УПРАВЛЕНИЯ В ПОДСИСТЕМЕ «МАРКЕТИНГ»

При переходе автосервисного предприятия на маркетинговые принципы управления учитывается не только внутренний потенциал автосервиса, но и внешние рыночные возможности. Маркетинг тесно связан со всеми управленческими функциями автосервиса, дополняет их и выводит на новый, более совершенный уровень. Проникновение маркетинга в различные функции управления автосервисным предприятием представлены в табл.1[2].

Таблица 1: Примерный перечень специальных функций управления в подсистеме «маркетинг»

Функциональная система	Специальная функция управления
Перспективное и текущее планирование	Разработка прогнозов развития рынка автосервисных услуг, участие в разработке производственных планов
Управление технической подготовкой производства	Участие в разработке взаимодействия и взаимосвязей планирующих и производственных подразделений на основе учета ситуации на рынке и изменения требований автовладельцев к качеству предоставляемых автосервисных услуг
Оперативное управление производством	Корректировка планов с учетом сложившейся ситуации
Управление кадрами	Обучение кадров принципам маркетинга
Управление спросом	Организация рекламы, способов оплаты, цен, скидок, льгот
Управление материальным снабжением	Участие в подборе поставщиков и материалов и запасных частей

Управление качеством обслуживания	Анализ претензий к качеству автомобильного сервиса
Управление финансовой деятельностью	Участие в решении финансовых вопросов, касающихся производственной деятельности и капитальных вложений на основе прогнозов развития рынка автосервисных услуг
Учет и отчетность	Анализ сведений, разработка положений по совершенствованию учета и отчетности
Экономический анализ деятельности автосервисного предприятия	Оценка производственной деятельности автосервисного предприятия, разработка предложений на основе анализа информации

Под управлением маркетингом понимается широкий комплекс мер стратегического и тактического характера направленный на эффективное осуществление рыночного поведения автосервисного предприятия и достижение его основной цели.
Иными словами, нужно так управлять маркетингом, чтобы сегодня и в перспективе услуги пользовались спросом и покупались по цене, обеспечивающей ей не только возмещение всех издержек, но и возможности нормального развития.
Управление маркетингом требует:

- Верно поставить цели маркетинга, т.е. так, чтобы оптимально увязать возможности рыночной ситуации и потенциал автосервисного предприятия (правильно оценить состояние рынка автосервисных услуг, состояние автосервиса, использование эффективных методов расчета).
- Правильно спланировать все мероприятия маркетинга и эффективно организовать их осуществление для достижения указанных целей. Своевременно производить оперативное вмешательство в ход маркетинговых процессов в связи с изменяющимися обстоятельствами и ситуацией.
- Стимулировать эффективную работу всего персонала автосервисного предприятия (вне зависимости от его принадлежности) для получения максимальной творческой отдачи.
- Эффективно контролировать, анализировать и оценивать весь ход маркетинга в автосервисе, подготавливая необходимые коррективы целей, средств и методов маркетинга на будущее[3].

3. ПРЕДЛАГАЕМАЯ МОДЕЛЬ МАРКЕТИНГОВОГО УПРАВЛЕНИЯ ПРЕДПРИЯТИЕМ СФЕРЫ АВТОСЕРВИСНЫХ УСЛУГ

Таким образом, к основным функциям управления маркетинговой деятельности автосервисного предприятия относятся: маркетинговые исследования, планирование, организация и контроль маркетинга.
Маркетинговые исследования являются функцией обеспечения руководства маркетинговой информацией для принятия управленческих решений. Методы анализа мар-

кетинговой информации можно классифицировать по различным критериям, наиболее широко применяются количественные и качественные методы (табл. 2).

Таблица: 2 Методы анализа маркетинговой информации автосервисного предприятия

Метод анализа	Типичная постановка вопроса
Регрессионно-корреляционный анализ	Как изменится объем продаж автосервисных услуг, если расходы на рекламу сократятся на 5%?
Вариационный анализ	Влияют ли профессиональные качества персонала автосервиса на объём продаж?
Дискриминантный анализ	Какие характеристики персонала автосервиса наиболее существенны при их делении на профессионалов и отстающих? Можно ли уменьшить число факторов, влияющих на выбор автосервиса потенциальными клиентами, до наиболее существенных?
Факторный анализ	Как на этой основе описать главные характеристики, определяющие работу автосервиса с точки зрения клиентов?
Кластер-анализ	Можно ли клиентов автосервисного предприятия разделить на группы по их потребностям в автосервисных услугах?
Многомерное шкалирование	Насколько автосервисная услуга соответствует идеалу автовладельца? Какой имидж имеет автосервисное предприятие?

Важнейшей функцией маркетингового управления, является планирование, которое реализуется посредством разработки стратегических и тактических планов маркетинга.

Процесс разработки плана маркетинга включает ряд этапов, связанных с обработкой, анализом множества информации и принятием управленческих решений в стратегической и тактической сферах деятельности автосервисного предприятия.

Основными этапами планирования маркетинга являются:

- ситуационный анализ деятельности автосервисного предприятия;
- определение целей в области маркетинга;
- разработка стратегии маркетинга для реализации целей автосервисного предприятия на рынке;
- разработка программы маркетинга, с указанием конкретных мероприятий по реализации выбранной стратегии, сроков и ответственных.

Стратегия маркетинга – это рациональное, логическое построение, руководствуясь которым автосервисное предприятие рассчитывает достичь своих маркетинговых целей. Или, другими словами, стратегия – это обобщенная модель действий, с помощью которой принимаются управленческие решения для достижения целей. Она включает в себя конкретные стратегии по целевым рынкам, комплексу маркетинга и уровню затрат на маркетинг.

В качестве базовых стратегий поведения предприятия на рынке автосервисных услуг можно выделить следующие: стратегия развития хозяйственного портфеля; оптимальная стратегия развития для каждой стратегической бизнес единицы (СБЕ); стратегия роста; конкурентные стратегии.

Применительно к рынку автосервисных услуг может быть предложена матрица формирования конкурентной стратегии (рис. 1).

	Стратегические преимущества	
Стратегическая цель	Уникальность автосервисных услуг	Преимущества комплекса маркетинга
Весь рынок автосервисных услуг	Лидерство в области автосервисных услуг (цены, технологии и т.д.)	Лидерство в применении инструментов маркетинга
Один сегмент рынка автосервисных услуг	Концентрация на сегменте рынка	

Рисунок 1: Матрица конкуренции автосервисного предприятия

Следующая функция управления маркетинговой деятельностью на автосервисном предприятии является организация. Организация маркетинга включает в себя: построение формальной организационной структуры службы маркетинга; распределение прав и обязанностей внутри этой организационной структуры. Организационная структура службы маркетинга должна органично вписываться в общую структуру автосервисного предприятия.

Различают следующие виды организационных структур маркетинговой службы автосервисного предприятия: функциональная организация; организация, структурированная по группам клиентов; организация по сегментам (видам автосервисных услуг); организация по географическому принципу; матричная форма организации.

Функциональная структура маркетинговой службы автосервисного предприятия состоит из следующих отделов: отдел исследования рынка, отдел разработки автосервисных услуг, отдел по организации продаж, отдел продвижения.

Организация службы маркетинга по определенному виду услуг автосервиса координирует весь комплекс маркетинга для определенного вида автосервисных услуг и быстро реагирует на различные изменения рынка автосервисных услуг.

Организационная структура, ориентированная на сегменты рынка (виды автосервисных услуг), характерна для автосервисного предприятия, где каждый рыночный сегмент требует специфического обслуживания.

Структура, организованная по географическому принципу, актуальна для районов, имеющих серьезные отличия в предпочтениях и запросах автовладельцев.

Каждое автосервисное предприятие определяет перечень целей, прав, обязанностей, в том числе службы маркетинга[2].

Цели службы маркетинга:

- удовлетворение потребностей автовладельцев;
- снижение затрат на услуги с целью получения прибыли за счет более эффективного использования возможностей автосервисного предприятия;
- обеспечение увеличения объемов услуг за счет достижения превосходства над конкурентами.

Задачи службы маркетинга:

- сбор информации о рынке, структуре, динамике спроса;
- разработка планов маркетинга и прогнозов объемов по каждому виду автосервисных услуг;
- работа по повышению качества предоставляемых услуг и разработка новых видов услуг;

формирование спроса и стимулирование сбыта, борьба за повышение престижа.

На основании разработанных профессиональных компетенций представим полномочия и ответственность руководителя службы маркетинга автосервисного предприятия (табл. 6).

Таблица 3:Распределения полномочий и ответственности руководителя службы маркетинга автосервисного предприятия

Полномочия	Ответственность
координация и согласование деятельности всех подразделений по обеспечению единой маркетинговой политики автосервисного предприятия; разработка маркетинговых стратегий деятельности автосервисного предприятия на рынке автосервисных услуг; руководство сбытовой деятельностью автосервисного предприятия на основе разработанной стратегии маркетинговой деятельности; факторов макросреды и пр.	обеспечение координации деятельности всех функциональных подразделений автосервисного предприятия по реализации маркетинговой политики; ответственность за разработку маркетинговых стратегий развития автосервисного предприятия; координация работы маркетинговых подразделений предприятия; обеспечение комплексного подхода к управлению разработкой и сбытом автосервисных услуг, ориентированных на удовлетворение нужд автовладельцев.

Необходимой функцией управления маркетинговой деятельностью является контроль. Задачами маркетингового контроля являются: повышение эффективности деятельности автосервиса и учет показателей его работы в реальных условиях рынка. Маркетинговый контроль позволяет выявить положительные и отрицательные моменты в конкурентных возможностях автосервиса и внести коррективы в план маркетинга.

Можно выделит следующие этапы контроля:

- установление реальных показателей или положения;

- сравнение реальных показателей с плановыми (цели и нормы) или прогнозируемым развитием событий;
- анализ результатов сравнения;
- оценка и внесение корректив.

Выделим следующие виды маркетингового контроля: предварительный, текущий и эффективности маркетинговых результатов.

Предварительный контроль касается всех видов ресурсов, с которыми работает служба маркетинга автосервиса: человеческих, информационных, финансовых. Предварительный контроль в области человеческих ресурсов означает, что необходимо строго контролировать профессиональные знания и навыки работников.

Действенным видом маркетингового контроля является текущий, он предполагает рассмотрение итогов повседневной деятельности автосервиса с позиций выполнения должностных обязанностей, надлежащее исполнение приказов и инструкций[4].

Последним видом контроля в маркетинге выступает контрольэффективности результатов маркетинговой деятельности. В рамках этого вида контроля проводится контроль выполнения планов маркетинговой деятельности, контроль прибыльности, ситуационный анализ (табл.4).

Таблица 4:Фрагмент варианта контроля эффективности маркетинга автосервисного предприятия

Контроль эффективности маркетинга	Вопросы для анализа
Контроль маркетинговой среды (проводится на основании выявления различных событий в микро- и макросреде автосервисного предприятия, сопоставления с прогнозами и анализа влияния факторов на его деятельность)	Какова емкость рынка автосервисных услуг и доля рынка автосервисного предприятия? Какие основные изменения происходят в техническом отношении с производственными, технологическими процессами? Какие изменения в образе жизни и предпочтениях клиентов влияют на деятельность автосервисного предприятия? Как реальные и потенциальные клиенты влияют на автосервисное предприятие и конкурентов? Какова конъюнктура рынка автосервисных услуг?
Контроль маркетинговой стратегии (предназначен для выяснения уровня маркетинговой эффективности в целом: насколько реальны цели и как они воплощаются в жизнь)	Четко ли сформулированы цели маркетинга? Насколько цели реальны? Насколько цели маркетинга соответствуют целям автосервисного предприятия? Насколько цели маркетинга соответствуют ситуации? Соответствуют ли выбранные стратегии складывающейся ситуации?

Контроль комплекса маркетинга (услуг, цены, маркетинговые коммуникации) и т.д.	Каковы виды автосервисных услуг имеются у автосервиса? Какова конкурентоспособность автосервисных услуг на каждом сегменте рынка? Каков объем продаж по каждому виду автосервисных услуг? Какова прибыльность каждого вида автосервисных услуг? На сколько ценовая политика соответствует ситуации? Как цены влияют на других участников рыночной деятельности? Дают ли маркетинговые коммуникации ожидаемый эффект?

Таким образом, для поддержания конкурентоспособности автоервисного предприятия на рынке автосервисных услуг и максимальной прибыльности в современных условиях необходимо разрабатывать полный комплекс маркетинга, базирующийся на маркетинговых исследованиях рынка автосервисных услуг. Процесс управления маркетингом должен быть постоянным и качественным, в основе его лежит реализация всех основных управленческих функций.

4. ЗАКЛЮЧЕНИЕ

Использование маркетингового подхода к управлению автосервисным предприятием, направленного на более полное удовлетворение запросов автовладельцев в качестве автосервисных услуг, расширяет поле деятельности автосервисного предприятия, приводит к достижению им устойчивого положения на рынке автосервисных услуг, обеспечивает устойчивость развития сферы автоуслуг в целом.

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HUMAN TRAFFICKING AS A SPECIFIC FORM OF SECURITY

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Abstract: *Looking at the phenomenon of trafficking is evident that he had been present since ancient times, but in recent decades has become a global problem and serious threat to security. Together with the trade in narcotics, weapons and money laundering, human trafficking is one of the largest and most profitable criminal activities of the modern global world. The extent of the risks involved with trading the people speak a number of documents adopted in the framework of universal and regional organizations. Every year, millions of men, women and childrenaround the world are sold and kept in conditions equal to slavery. There were a large number of womenand girls among them, who were taken by force or fraud, and sold to work in forced prostitution, and men whowork in fields and factories, on construction. This criminal form of expression in our country was not present in the past in a distirbing extent, but the fact is that today it is not even like. The Balkan region has long been a major destination and transit for human trafficking. Today, the Balkan is the starting area of human trafficking. Despite years of efforts to combat trafficking, it still flourishes and spreads. Today, this negative phenomenon for the most criminal part of it takes place under the auspices of and in conjunction with transnational organized-crime, especially as concerns the entire human society, and in particular subjects and the security services who actively oppose this pernicious problem. Aggravating factor in combating human trafficking is the fact that in many countries, police and government officials ignore, facilitate or even profit from this type of crime. Also in most destination countries, trafficking is primarily approached as a problem of illegal immigration or prostitution. Strategies against human trafficking often have consequences for trafficked persons, and not by criminal networks that traffic them and have very good profit.*

Keywords: *Human trafficking, transnational organized crime, exploitation, illegal markets, the threat of security, smuggling.*

1. HISTORICAL DEVELOPMENT AND MANIFESTATION OF HUMAN TRAFFICKING

Deflating the facts that in the twenty – first century people are bought and sold like any other goods ,draws on that work without any compensation to the hardest job , sexually exploited through prostitution, pornography, or held in a forced marriage and private harems. It’s not rare situation that babies are stolen from maternity hospital or children are bought from poor families. These children are used for transplantation of human organs , for beggaring or for criminal activities.

When we are talking about human trafficking we can say this phenomenon has remained since barbarian tribes and organize society. However , expansion of human trafficking came during the ancient slavery countries (Egypt , Babylon , Persia , Assyria , Greece …) and slaves had bad position because they were considered like “ tools that speak “[1].National and local borders in the modern world are almost disappeared thanks to immigration of million people who are looking for a job , economic opportunities in some other countries. Some people immigrate every year because of civil war or environmental degradation. The economy of many countries depends of these immigrations. For these reasons , trafficking is related to the socio- economic changes which became during the globalization. Trafficking exists like a part of public discussion in the international sense for about hundred years. Human trafficking in North and South America has existed there since the time of Spanish conquering. Spanish and the other European colonizers weren't resisted of torturing native people. There are some types of human trafficking which were specific for the trade of African slaves.[2]

The first international strategy which deals with the problem of human trafficking was the international agreement from1904 about combating the slave trade .This agreement was supported by League of Nations. The international convention against human trafficking appeared later in 1910.Human trafficking in the agreement from 1904 was presented like a moral problem which is related to “slavery“.The language of these both agreements (from 1904 and 1910) is very instructive and gives us ability to understand that the main intention was to suppress “human trafficking”. This term is actually used for the prostitution. After the First World War , League of Nations continued to promote the languages of the agreements from 1904 and the Convention from 1910.Children were added to International convention on action against women and children trafficking from 1921.The clear difference between women and young girls was made in the International convention against women trafficking in 1933.This convention is different from the others because here the provision criminalizing prostitution , even with the consent of the woman. The UN adopted the Convention from 1949.The act about criminalizing retained in this Convention. Also , the ways of strategies against trafficking are confirmed and they were existing for many years after that.

Concerns about trafficking was during the Cold War , but it wasn't too strong. However , the interest for this problem reappeared in the late 80s of the last century. That was the period of development of the sexual industry , globalization and the collapse of the Soviet Union. Human trafficking became the important question in public debate at the beginning of 90s of twentieth century.

The Problem of trafficking and illegal immigration is a complex and social phenomenon. In Bosni a and Herzegovina and Republic of Srpska , this problem should be considered in the context of its social , political and economic situation. Bosnia and Herzegovina - Republic of Srpska are mentioned like the transit country to Western Europe .In the same time , Bosnia and Herzegovina – Republic of Srpska is the destination country for women from Eastern

1 Boskovic , M , Skakavac , Z : Organized crime – features and forms , Faculty of Legal and Business studies in Novi Sad , 2009 , page 296.

2 Mijalkovic , S : Human trafficking , Beosing , Belgrade , 2005 , page 21.

Europe. The problem of human trafficking ,especially women trafficking, was noticed in Bosnia and Herzegovina – Republic of Srpska immediately after the Civil War was over. Unfortunately , the International community first and then national governments started to engage more actively in 2000.In December 2001 , Council of Ministers adopted an Action plan to prevent trafficking in Bosnia and Herzegovina. Even though many marked this document as a general and assertive one, it had the same initial role and became the framework for the activities and measures that the government, some of the non – governmental and international organizations would spend. The government in Bosnia and Herzegovina – Republic of Srpska shows their decisiveness for taking some legal , administrative and operation strategies against human trafficking and illegal immigration. Some further activities helped people to form a legislative body for the implementation of the Action , state commission and task force. These activities tried to form resource for expert – operative connection of special institutions, ministries which were involved in realization of the Action plan. This Action plan against human trafficking in Bosnia and Herzegovina consists of :

- legislative measure
- strengthen the operational and technical capacity
- forming the capacity for victims protection , shelter for victims
- forming the capacity for education and action for making people more conscious about human trafficking. The problem of human trafficking doesn't increase and the registered number in Police , prosecutor's office and non- governmental organizations is really smaller than a few years ago. This doesn't mean that problem is under control. The collected facts reveal that people who are related to human trafficking changed their working way. Today , human trafficking in Bosnia and Herzegovina - Republic of Srpske with the aim of sexual exploitation is organized in private houses or flats. The victims are contacted by the phone and they are paid for the specified time.

2. THEORETICAL DETERMINATION OF WHAT CONSTITUTES TRAFFICKING

Efforts of certain scientific disciplines to define human trafficking have contributed to the emergence of a universal definition. Human trafficking is a new concept in terms of terminology. Trafficking in humans is the most popular term which was used in connection with this phenomenon. We use phrases trafficking and trafficking in human beings. Also, we often use the term trafficking.

When we talk about human trafficking, a distinction will submit to the motive of such trade. According to the motive we can distinguish two basic forms: trafficking for labor exploitation and human trafficking for sexual exploitation. Trafficking for labor implies a violation of standards related to working conditions, profit, health insurance and security. Trafficking for sexual exploitation implies the use of people for prostitution, pornographic performances or production of pornography [3].

[3] Boskovic M: Organized crime and corruption, High school of the interior , Banja Luka , 2004 , page 120

Human trafficking is a new criminology and criminal justice term by Boskovic. Its genesis has a long history which is known like trafficking in humans. In the modern sense of the human trafficking implies the criminal acts of trafficking and smuggling, organized prostitution, slavery, children trafficking and trafficking in human organs [4].

Considering that human trafficking constitutes a modern security problem, security science haven't formed yet their own or universal definition for human trafficking. Human trafficking could be definite like complex appearance of compromising safety based on institutions slavery and exploitations, in the treatment of human beings as products or things, with the aim of exploitations their workforce, knowledge, skills, body and sexual integrity to satisfy other people instinctive personal, medical or emotional needs or acquiring direct or indirect material, benefit for himself or others. National security is threatened by the foreign – political field and internal stability in the area of public security and individual in the field on human rights violations. It's evident that exploitations is an important part (element) of human trafficking and as a minimum it includes prostitutions of other persons or some other types of sexual exploitations, forced labor or service, slavery, easements or the removal of organs. This definitions, by its volume and its content, reflects the current nature and essence of human trafficking. It will certainly experience changes in such a way that they modify aspects and forms of manifestation of human trafficking in the security practices.

We should make difference between the term of human trafficking and the term of smuggling. The basic differences between these, two terms are:

a) in smuggling, smuggled persons always cross the border illegally. The aim of smuggling is profit of transfer across the border. Smuggled person usually gives consent to cross the border;
b) in the human trafficking, the victim can cross the border illegally but it's not always necessary; human trafficking can be only in one country without crossing the border; the aim of human trafficking is victim's exploitations for several times.

The most important difference between these two terms is keeping in slavery and exploitations in human trafficking. The existence of exploitation is surely the basic element and the main characteristic which distinguishes human trafficking from smuggling. We could say that smuggled person wants to be smuggling [5], but a victim of human trafficking doesn't have a choice because he or she has been tricked or forced into economic dependence. Smuggling can be connected with the criminal market but human trafficking is a form of this criminal market which is usually connected closely with some other criminal markets. Prostitution is often identified with human trafficking [6]. But these two terms cannot be identified as the same one. We should use relevant knowledge of the other scientific disciplines like criminology, psychology to make adequate difference between these terms. It's necessary to examine its causes and conditions for better understanding the phenomenon of human trafficking. The causes of human trafficking involve circumstances in which this phenomenon most often occurs. The logical division of cause on objective and subjective nature is acceptable in literature. Causes which exist in one society and then spreads itself are objective causes. These

[4] Boskovic , M : Criminology , Law school , University of Novi Sad , Novi Sad , page 392.
[5] IOM PRISTINA , Situation report , 2000 / 2001
[6] Boskovic , M, Skakavac , Z : Organized crime – features and forms , Faculty of Legal and Business studies in Novi Sad , Novi Sad , 2009, page 294.

causes are the circuit of social phenomena and relationships in which people don't have a significant impact. Basic objective causes imply economic and social inequality among victims and areas. They are classified in this way: - causes in native country – these causes contribute to the existence of supply of potential victims eligible for exploitations: - causes in countries of destination – the existence of sexual services market with constant demand services for victims, and the market with cheap labor.
- causes in the countries of transit – good conditions which allow simple and safe transfer of people from the native country to the country of destination; existing of organized criminal groups which transfer people illegally from the native country, over the country of transit to the country of destination for the profit.
Subjective causes are the causes related to human being, his will and awareness, whether he is a potential victim, an organizer , a trader or a client. These causes could be called motivated causes because each subject in the system of human trafficking has his or her own reason for doing this social negative phenomenon. The subjective causes related to a potential victim are: knowledge, thinking, offers, decisions. They contribute to the formation of views or the decision which potential victim makes for changing the country or place where he or she lives. The victims try to resolve their personal and existential problems moving to the other place. Subjective causes related to the organizer (trader) are financial affects which get by human trafficking. Knowledge about this type of criminal activity that can achieve extremely high profit is quite convincing and sufficient evidence. Subjective causes related to the clients of human trafficking are the need for cheap labor , the desire for satisfy sexual urges , the need for staff who will be involved into the criminal activities , wars …However , when we are talking about conditions of human trafficking , it should be noted there are facts and circumstances that don't necessarily lead to the emergence of human trafficking, but they appear favorable in terms of its promoting and enabling. The most often conditions which are conductive for the human trafficking are : porosity of country border , development of organized crime , existence of smuggling channels , coupling with the authorities , restrictive immigration , policies and immigration laws , wars and so on.

3. HUMAN TRAFFICKING IN INTERNATIONAL AND NATIONAL DOCUMENTS

There are many international and national documents which gave their contribution in combating human trafficking and slavery. It's not possible to elaborate the contest for each document but they should be pointed because of their great theoretical and practical importance. The international documents that should be pointed are: - Universal declaration about human rights UN (1948), - Convention on the prevention of human trafficking and exploitation others (1949), - European convention for protection of human rights, and fundamental freedoms (1950), - International pact about civil and political rights (1966), - Convention on the elimination all forms of women discrimination (1979), - General recommendation of the Committee for the elimination women discrimination, number 19 (1992), - Beijing declaration and action plan (1995), - Protocol for prevention, fighting and punishing human trafficking, especially women and children trafficking (2000), by Convention UN against transnational organized crime, - Recommendation of the Committee of Ministers, number P (2000), action against human trafficking with the aim of sexual exploitation and – Suggestion framework decision of the commission of European Union about fighting against human trafficking.

When we talk about local documents that regulate this problem we should mention Criminal Law of Bosnia and Herzegovina, Criminal Law of Republic or Srpska, Criminal Law of Federation of Bosnia and Herzegovina and Criminal Law of former state Bosnia and Herzegovina. The basic and the most important instrument for Criminal Law to fight human trafficking is a criminal offense under article 186 – human trafficking Criminal Law of Bosnia and Herzegovina. In Republic of Srpksa, this instrument is criminal offense under article 198 – human trafficking for prostitution, Criminal Law of Republic of Srpska [7]. this criminal offense under article 198, became before making the Criminal Law of Bosnia and Herzegovina. Human trafficking like a crime had just one part of human trafficking. The entry into force of the law would for the first time at the state level gets incrimination, which regulates the issue of human trafficking in the sense in which it treats these issues at the international level. However, one year later legislator changed the physiognomy of crime (human trafficking), excluding negligent form of support as a special crime form, respecting the opinions and suggestions of experts. This fast changed the physiognomy of this crime is not specific only for Bosnia and Herzegovina . It was the case with the countries in the neighborhood, in Croatia and Serbia. The act 186, Criminal Law of Bosnia and Herzegovina human trafficking consists of: who, using force of other forms of coercion, abduction, fraud or deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payment or benefits to forcing person who has control over another person to recruit, transport, transfer, harbor or receive a person in purpose of the prostitution of others or other forms of using, will be punished by imprisonment for at least three years [8].

From the above basic form, it is evident that human trafficking as a crime involves: recruiting, transfer, transportation, surrender, sale, purchase, brokerage, hiding and keeping people. Using force, threat delusion, abuse of authority, abuse of trust, abuse of dependency, abuse of difficult position, retention of personal documents, giving or taking money or other benefits. People are engaged in human trafficking for exploitation, forced labor, crime, prostitution and another type of sexual exploitation, begging, pornography, slavery or similar relations, organ harvesting or body part and using in the war. There is a whole trafficking ring which has its phrases: recruitment phase, - the phase transit of victim and – phase exploitation of victims. A victim of human trafficking can be everybody. But if we analyze our local and world wide practice, we will conclude that young girls and women who are naïve and gullible persons, poor and unemployed persons, children and laborers, are most often victims. You don’t often become a victim of human trafficking. Over ads for receiving affairs abroad, new friends who promise a good job with a big salary, marriage or safe future.

[7] Criminal Law of Republic of Srska (Official Gazette , amend 108 / 04)
[8] Criminal Law of Bosnia and Herzegovina (Official Gazette 61 / 04)

4. TRANSNATIONAL ORGANIZED CRIME RELATED TO HUMAN TRAFFICKING

Transnational organized crime is a modern and complex phenomenon in security issues of modern countries.
It's a permanent project which exists for profits of illegal activities. It's permanent existence can be able by using force , threat , monopoly control or corruption of public officials. Primary elements of organized crime are : existence of secret criminal organization , rational criminal activities , profit- making as ultimate goal of criminal activities , the use of force or threats and resorting to corruption to realize the goals and keeping immunity from using the law.[9]
Many countries and their governments all over the world tried to stop organized crime initiating appropriate legislation , forming special bodies , achieving certain forms of mutual and international cooperation and doing some special actions. However , organized crime gets new forms instead to disappear. We can identify new forms of organized crime that haven't existed before. One of these new forms is smuggling weapons of mass destruction , genetic or nuclear materials. Some forms , which were considered like old and forgotten , like human trafficking , reached unexpected proportions.
Mr Mijalkovic S. says that human trafficking is a form of transnational organized crime whose breadth of coverage increases fastest.[10]
Development of organized transnational crime and human trafficking which is its important part , is especially associated with the expansion of hidden economy. It seems that there is clear interdependence between illegal and informal markets.
The primary motive was profit in old form of organized crime. But today , criminals have some other aspirations. Financial power and positions in political , economic and local sector are used for non – institutional , extralegal , unethical and other impact on the country or for taking the position in society that they couldn't get in regular democratic processes. New "negative power " of organized crime threats the security of many countries and international community too [11]. As a form organized crime, human trafficking is especially in the last two decades has grown into a serious security threat. Its threat is even bigger because trafficking crime as a negative social phenomenon is accompanied by the other forms of negative behavior, and above all, drug trafficking and money laundering. Human trafficking as a form of organized transnational crime brings a great profit which organized criminal groups want to get into legal flows and achieve their aims. Organized crime sometimes try to infiltrate the money that is earned of the human trafficking into a political system of country. Criminals fund accepted and obedient politicians who should help them to come into government. Political campaigns are funded too. The only aim is to increase financial power through their political positions. On the other hand they want to insure against repression by the police and the judicial structure of the country. Suitable conditions open and create for the other forms of criminal behavior, above all corruption and so the security of country and society tends to keep and ensure its security in order to create a favorable condition for country progress and

[9] Albanese , J ,S :The causes of Organized Crime , Journal of Contemporary Criminal Justice , Thousand Oaks, No 4 / 2000 , page 413.
[10] Mijalkovic , S : Human trafficking , Beosing , Belgrade , 2005 , page 13.
[11] Mijalkovic , S ; National security , Criminal – Police Academy , Belgrade , 2009 , page 225.

development of its own economic potentials. Security is one of the basic human need. Unfortunately we are witness today that universal human value which we want to reach is more than ever threatened by a variety of threats.

It should be noted that, like Mijalkovic S. says, security threats specific phenomenon whose occurrence is at least uncertain, the scale of phenomena that we observer, the largest [12]. Many forms of crime are related, in a direct correlation, for example, while smuggling stolen cars, weapons, drugs, people are smuggled too. Terrorist organization are paid from this money. Though criminal groups, representatives of some intelligence agencies and humanitarian organization participate in financing these terrorist organization [13]. All these forms which included by the content of the term human trafficking are in Bosnia and Herzegovina. They have developed and manifest differently in some regions of both entities. Illegal migration, smuggling of foreign nationals and women trafficking for sexual exploitations are the most present forms. But children and babies trafficking and sale of human organs are new phenomenon of organized crime. Modus operandi of smuggling is different.

People and drugs smugglers in the similar way by different means of transport (road and rail at the most). But also on foot, on horses and donkeys through the inaccessible mountainous terrain [14]

The problem of human trafficking is in Bosnia and Herzegovina and Republic of Srpska for a long time. The war and aftermath conditions particularly influenced on development of this criminal phenomenon. So now comes to the fore actuality of the phenomenon. We could say that there aren't good organized criminal groups in our country which allow illegal crossing the borders of Bosnia and Herzegovina and borders of so many different European countries. There are some indications that some agencies particularly tourist ones, intervene in trading and smuggling.

Mainly in the larger cities of Republic of Srpska and the Federation of Bosnia and Herzegovina noted the foreign nationals who illegally entered this country fearing they wouldn't be discovered before they reach their aim to illegally entry into one of the developed Western countries. In one time, it so noted a significant number of Chinese who entered in Republic of Srpska from then Federal Republic of Yugoslavia, now Republic of Serbia. Most of them came in East Sarajevo. This shows the connection of the smuggling organizers , from Republic of Srpska, Serbia and Montenegro, who are trying to find new smuggling channel. In that context, we can say there are more and more Chinese in Serbia. There are tens of thousand Chinese there. Some of them chose Serbia like a permanent destination and the others are in transit with the aim of illegal departure to other country. Chinese who are illegally leaving Serbia, doing this through Montenegro and Adriatic Sea toward for Italy or through Hungary for Austria and through Bosnia and Herzegovina, Croatia and Slovenia for Italy and Austria. Some immigrant who didn't transfer illegally from Bosnia and Herzegovina to some countries in Western Europe say that some state officials are in different illegal combination about immigrants. After the according to police information, last was, the organizers were people from Bosnia and Herzegovina. After that period Iranians, Turks, Chinese and the others took

[12] Mijalkovic , S : National security , Criminal – Police Academy , Belgrade , 2009, page 128.

[13] Arnaudovski , LJ : Conditionality and interdependence of terrorism and organized crime , Faculty of security , Skopje , 2002 , page 92.

[14] Korajlic , N : Criminal methodologies , FKN , Sarajevo , 2008 , page 525

over the work. They mainly hold whole Europe, from Bosnia and Herzegovina to London and farther. There is one special case of one worker from BiH Ministry of Foreign affairs, who procured visas residents of those countries that are subject to [15]. visa requirements in Bosnia and Herzegovina. It is obvious that our region is very interesting and suitable for human trafficking not just when it comes to domestic organized criminal groups, but it is increasingly interesting for international organized criminal groups which don't know for borders all over the world. We should say that human trafficking threats to the security because our country was in the war not so soon where legal economic market and the system of values are disrupted and because of the period of transition through which it passes on every level.

5. CONCLUSION

Reviewing the security practices at home and in the world there are some indicators that suggest the presence of phenomena that threaten the safety, particularly negative events managed and controlled by people. One of these phenomena is a human trafficking, which in its parameters is a serious threat to the security. This negative criminal activity is bigger because human trafficking is one form of modern transnational organized crime. In the last two decades organized national and international groups organize human trafficking for getting more money which will be used to undermine legal and legitimate pillars. In one society that want to stop illegal forms of activities which threat of security and on the other hand legitimate market and values of one society and wider are collapsing. It's not strange today that whole world fears at such negative phenomena. Because human trafficking affects all states and societies, the states which are in political and economic transitions and the states which are faced with after war reconstruction. For this reason, this criminal negative phenomena is described like a slavery of modern world. That evil is greater, and consequently the security threats because good organized criminal groups using profit of human trafficking to enhance and spread some other kind of criminal activities which seriously threat of security. These activities are primarily corruption and money laundering. Concern is the fact that the criminal groups and cartels think that human trafficking is not risky activity but you can earn a lot of money. The victim is exploited for years and you needn't big investment. At the and when the clients are no more interested for human trafficking, you can sale the victim like resource for organs. There are many cases in security organs, practice indicating that human trafficking is commonly traded drugs and guns. We can conclude from all these things that human trafficking seriously threats of security, which should be stopped by all organs, institutions and subjects. When we talk about our country, it is necessary to follow Europe, to exchange experiences, knowledge, to harmonize legislation and to exchange security information on time. Also, it's necessary here in Bosnia and Herzegovina and Republic of Srpska to pay more attention on better and faster mutual and international co-operation of all subjects and services which deal with this negative security phenomena and security challenge today.

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ECONOMIC AND DEMOGRAPHIC POTENTIAL OF THE NORTHERN REGIONS OF RUSSIA

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Abstract. *This article represents the assessment of the economic potential of the northern regions of Russia. The uniqueness of the ecological role of the North in a global scale is highlighted. The article shows that the territory of the North is the place of residence of its indigenous people. Demographic potential is studied by quantitative and ethnic characteristics. The conclusion about its failure for the North economy in the near future is drawn.*

Key words. *The North of Russia, the economic and demographic potential, population, fertility and mortality.*

1 INTRODUCTION

The North of Russia, stretching from the Kola Peninsula to Kamchatka, includes the Arctic zone, the tundra, the forest- tundra, the part of taiga, and has a very severe climatic. Nowadays the North of Russia is a natural and economic potential and the development of the country in near and distant future.

The North of Russia is an ecological barrier and an important regulator of the normal life of the Earth's biosphere. The protected natural areas are concentrated there. There are about a third of the ecological territory of the Earth in this region. And in this regard, the North is a global environmental and strategic reserve, not only for Russia but for the whole world [1, p. 8].

It is difficult to overestimate the North's role in the military-political status of Russia. It accounts for 90% of all Russia's sea borders, the main naval bases and trade ports are concentrated there. Northern seas became a maritime gateway of Russia to the World Ocean.

We should not forget the fact that the environment of northern regions is an integral part of the traditional life of indigenous peoples. Under the influence of industry and migration process indigenous ethnic groups change their traditional activity and a way of life. As a result - they loss their unique skills of adaptive reactions to live in discomfortable and extreme conditions.

Table 1 – Distribution of regions of Russian Federation, which completely belong to the regions of the Far North and the regions equated to them, depending on the population, the territory area and the population density at the 1st of January, 2012

Regions of Russian Federation	Population (people)	Territory area (one thousand sq.km.)	Population density (number of people on 1 sq.km.)
Russian Federation	143 056 383	17 098,2	8,37
The North of Russia	7 915 032	7 623,7	1,04
The European North	3 530 999	1 332,1	2,65
The Karelia Republic	639 681	180,5	3,54
The Komi Republic	889 837	416,8	2,14
Arkhangelsk region	1 213 533	589,9	2,06
including Nenets Autonomous Area	42 437	176,8	0,24
Murmansk region	787 948	144,9	5,44
The Asian North	4 384 033	6 291,6	0,70
The Sakha (Yakutia) Republic	955 859	3 083,5	0,31
The Tyva Republic	309 347	168,6	1,83
Kamchatka territory	320 156	464,3	0,69
Magadan region	154 485	462,5	0,33
Sakhalin region	495 402	87,1	5,69
Khanty-Mansi Autonomous Area – Yugra	1 561 238	534,8	2,92
Yamalo-Nenets Autonomous Area	536 558	769,3	0,70
Chukotka Autonomous Area	50 988	721,5	0,07

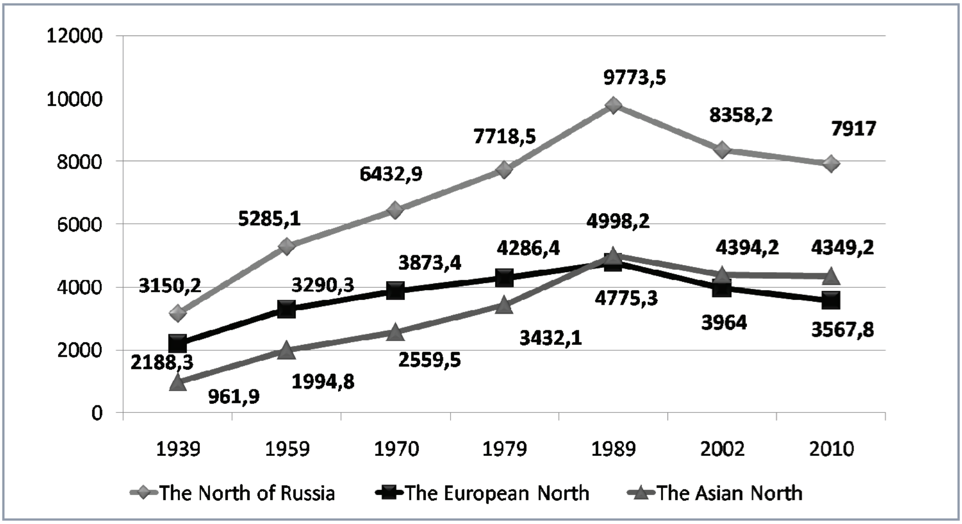
2. ECONOMIC POTENTIAL

Regions of the North play the leading role in social and economic development of Russia. Northern territories play a key role in national economy. 20% of gross domestic product, 18% of the electric power, 25% of the forest production are made there. More than 90% of natural gas, 75% of oil, 80% of gold, 90% of copper and nickel, almost all diamonds, cobalt, platinum group metals, an apatite concentrate are mined there. The total number of reindeers lives there. Northern and Far East regions provide 60% of a catching fish, seafood and fish production in Russia.

In recent years the share of the income from using mineral resources exceeds 40% in the federal budget, and the share of foreign exchange – 80%. A sustainable development of all industries depends on production level and a gain of explored reserves of minerals [1, pp. 9, 28-29, 36].

The total potential of the raw materials resources, only in the depths of the Arctic zone of Russia exceeds 1200 billion tons of fuel, including carbon component (61% of this value), oil, natural gas and condensate (21%), and combustible shale (18%). The natural value of these raw materials in a subsoil reaches 62,8 trillion USD [2, p. 48]. 13 regions of Russian Federation and parts of 11 regions of Russian Federation are completely carried to the Far North areas and similar areas (table 1).

Figure 1. Number of resident population of the North of Russia according to population censuses of 1939-2010 (thousand people)



Possessing the huge territory the North is almost deserted. At the area of equal 7623,7 thousand sq.km. (44,6% from the area of Russia), the population density makes only 1,04 persons. Significantly higher density of population is in the European North – 2,65 persons per square. km., in the Asian North – 0,7 persons per square.km. The lowest population density is in Chukotka Autonomous Area – 0,07 persons per square.km..

3. DEMOGRAPHIC POTENTIAL

From 1990 to 2012, the population of the North of Russia decreased from 9731 to 7915 thousand people, i.e. cumulative losses of northern territories amounted to 1 million 816 thousand people. In this case, the European part of the Russian North has 70.3% of the losses, the Asian part – 29,7%. As a result the ratio in population between Asian and European parts changed. In the early 1980-th more than 50% of the total population lived in the European North, but in 2012 this number was reduced to 44,6% (fig. 1).

In the European North the biggest losses in population were suffered by Murmansk Region – 404 thousand people (or 33,9% from the number of population of 1990). Then follow the Komi Republic – 359 thousand people (28,7%); Arkhangelsk Region – 362 thousand people (23,0%); The Karelia Republic – 152 thousand people (19,2%); Nenets Autonomous Area – 10 thousand people (18,4%).

Table 2. The population of northern regions, which completely belong to the region of the Far North and similar areas, according to the resettlement in 1990-2012 (thousand people)

Resettlement	1990	1996	2001	2006	2012
Russian Federation	147665	148292	146304	143236	143056
including the city	108736	108311	107072	104818	105742
the countryside	38929	39981	39232	38418	37314
The North of Russia	9731	8886	8387	8082	7915
including the city	7718	7010	6648	6369	6341
the countryside	2013	1876	1739	1713	1574
The European North	4808	4410	4064	3760	3531
including the city	3840	3461	3206	2965	2843
the countryside	968	949	858	795	688
The Asian North	4923	4476	4323	4322	4384
including the city	3878	3549	3442	3404	3498
the countryside	1045	927	881	918	886

In the Asian North six regions from eight regions lost their population, and two regions had absolute growth of population. The leader of decline in population is Chukotka Autonomous Area – 111 thousand people (or 68,6% from the number of population of 1990). If such rates of decline will continue, Chukotka remains a blank spot on the map of Russia in the next 7-10 years.

Rapid decline in population is also in Magadan Region – 236 thousand people (60,4%); in Sakhalin Region – 219 thousand people (30,6%); in Kamchatka territory – 157 thousand people (32,9%). In the Sakha Republic (Yakutia) losses made for about 14,0% from the number of population of 1990, or absolutely they are equal 156 thousand people. Except Chukotka Autonomous Area in the Asian North there are also two autonomous areas in which, on the contrary, population grew: in Khanty-Mansiysk (Yugra) the population increased on 294 thousand people (123,2%) and in Yamal-Nenets – on 47 thousand people (109,7%). In the Tyva Republic the small decrease in population on 3 thousand people (1,0%) is observed.

In the population dynamics in 1990-2011 there is a decrease in the number of urban and rural population [3, p. 76-79]. On the Russian North, as well as across Russia, the number of urban population decreased less, than rural (17,8% and 21,8%). The same dynamics is in the European North and the Asian North (table 2).

If the reduction of urban population is caused by socio-economic factors, the reduction of rural population depends on the objective reasons. Firstly, in the majority of North regions the environmental conditions do not contribute to the development of agricultural production. Secondly, the destruction of the traditional (nomadic and trade) way of life of indigenous people of the North, its transfer to a settled way of life and moving to settlements of city type reduced the number of rural population. At last, during the XXth century arrived people usually join the ranks of the citizens.

Table 3. The number of births, the number of deaths and the natural increase (decrease) of the population in the northern regions, which completely belong to the regions of the Far North and the regions equated to them in 1995-2011 (people)

Regions	Year	The number of births	The number of deaths	The natural increase (decrease)
The North of Russia	1995	95211	109052	-13841
	2000	87133	99215	-12082
	2005	99598	105529	-5931
	2011	114318	85395	28923
The European North	1995	39705	62178	-22473
	2000	36450	59022	-22572
	2005	40341	61422	-21081
	2011	43438	46594	-3156
The Asian North	1995	55506	46874	8632
	2000	50683	40193	10490
	2005	59257	44107	15150
	2011	70880	38801	32079

Demographic development of northern regions is integrally connected with the processes proceeding in Russia as a whole. Tendencies of demographic development in the European and Asian North has the specific characteristics and differences. The most important and the main difference is that in the whole in the Asian North the number of births exceeds the number of deaths (table 3).

Table 4. Increase (decrease) of the population of northern regions, which completely belong to the region of the Far North and similar areas, in 1991-2010

Regions	Period	Increase (decrease)			The average annual increase (decrease)	
		total	natural	mechanical	natural	mechanical
The North of Russia	1991-1995	-831771	56634	-888405	11327	-177681
	1996-2000	-499390	-24132	-475258	-4826	-95052
	2001-2005	-183185	-33950	-149235	-6790	-29847
	2006*-2010	-288875	82960	-371835	16592	-74367
	1991-2010	-1803221	81512	-1884733	4076	-94237
The European North	1991-1995	-379853	-51645	-328208	-10329	-65642
	1996-2000	-345550	-86151	-259399	-17230	-51880
	2001-2005	-225159	-110443	-114716	-22089	-22943
	2006*-2010	-277773	-46013	-231760	-9203	-46352
	1991-2010	-1228335	-294252	-934083	-14713	-46704
The Asian North	1991-1995	-451918	108279	-560197	21656	-112039
	1996-2000	-153840	62019	-215859	12404	-43172
	2001-2005	41974	76493	-34519	15299	-6904
	2006*-2010	-11102	128973	-140075	25795	-28015
	1991-2010	-574886	375764	-950650	18789	-47533

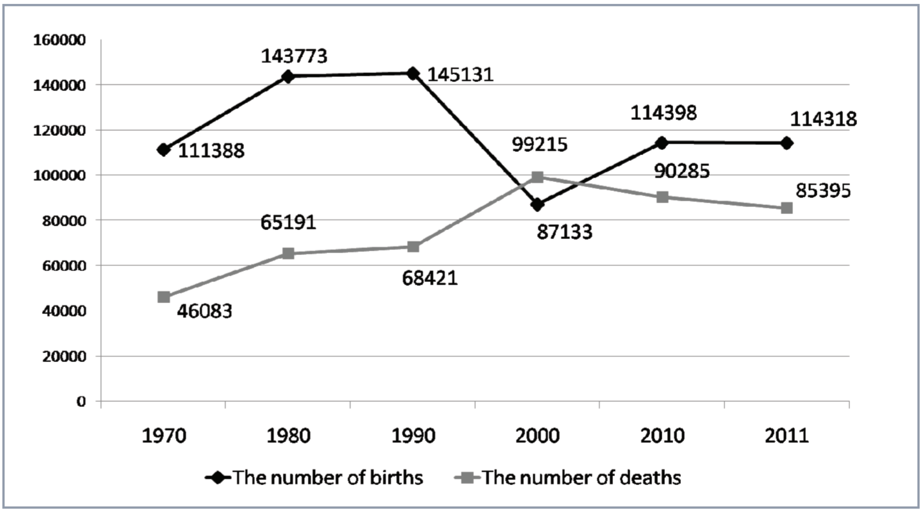
* population at 01.01.2006 is given without the results of the All-Russian population census of 2010

Such regions as, The Sakha Republic (Yakutia), The Tyva Republic, Khanty-Mansi Autonomous Area, Yamalo-Nenets Autonomous Area, Chukotka Autonomous Area, provide positive natural increase of population to the Asian North. It is also necessary to note that in the last ten years there has been a positive growth trend in fertility. This occurred by increasing the number of births and the general coefficients of birth rate. As for mortality, it tends to decrease since 2006.

Absolute reduction of the population of the North of Russia contribute to the natural and migratory decline in population. The Russian North had a positive natural increase of the population during 1991-1995 and 2006-2010 periods. Which generally provide positive natural increase in 1991-2010 years in the amount of 81512 people. However, due to out-migration that blocks the positive dynamics of reproduction, the North had negative total population growth all years (Table 4).

If you look at the dynamics of the population in the Asian North and the European North it is possible to note the following: the European part had negative growth in all components of the population, and the Asian part had a positive natural growth of the population all the time. Besides, in 2001-2005 in the Asian North the positive natural increase almost blocked migratory decline in population and provided positive growth of the population consisting of 41974 people. This orientation of demographic processes changed a curve of «a demographic cross» for the Russian North (figure 2).

Figure 2. Dynamics of the number of births and deaths in the northern regions of the Russian Federation, which completely belong to the region of the Far North and similar areas in 1970-2011 years



In recent decades migrations influenced not only on quantitative, but also on qualitative characteristics of the population. This applies particularly to the ethnic composition. Without going into detail in the analysis of ethnic structures of the population of the North, we show what role the first ten nation played in development of the North (table 5).

Table 5 shows that only Russians and Ukrainians occupy the same position in the rank of ethnic structure of the population of Russia and the North - 1st and 3rd respectively. Tatars take the 2nd rank of ethnic structure of the population of Russia, but only 6th rank of ethnic structure of the North. At the same time, Belarusians and Azerbaijanians in the ethnic structure of the population of Russia took 15th and 10th ranks, while in the North their ranks are 7th and 8th.

In this regard it is possible to give the excerpt from the Report of Russian President: «There is a real danger that vacated northern territories would be filled by human resources at the expense of uncontrolled migration from other countries» [1, p.11]. To what it will lead – needs no comment.

Table 5. The place of separate nationalities occupied in the national part of Russia and the North of Russia according to the population censuses of 2010.

Nationalities	Russian Federation	The North of Russia	The European North	The Asian North
Russian	1	1	1	1
Tatars	2	6	6	5
Ukrainians	3	3	3	4
Bashkirs	4	9	16	6
Chuvashs	5	13	8	14
Chechens	6	28	32	27
Armenians	7	21	12	21
Avars	8	37	35	34
Mordovians	9	27	14	26
Kazakhs	10	31	29	30

4. CONCLUSION

Analysis of economic and demographic potentials of the North of Russia allows to draw the following conclusions:

- while the budgetary policy focuses on the formation of the country's budget by fuel and energy sector, the available demographic and labor potential would not be enough;
- from the ten most numerous nations of Russia, only Russians, Ukrainians, Tatars and Bashkirs are in the top ten of those who take an active part in the life of the North and its economy This situation could lead to the fact that the North will be occupied by representatives of the near and far abroad, which will affect its ethnic composition, employment potential, the political situation in general;
- a response to the global challenges of the world economy must be active policy of the state directed on creation to northerners special quality of life in the period of living in the North and in retirement period of life, regardless of where they will live.

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ИСПОЛЬЗОВАНИЕ ТРУДОВОГО ПОТЕНЦИАЛА В ОРГАНИЗАЦИЯХ РЕСПУБЛИКИ КОМИ *

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Аннотация. *В статье рассматриваются теоретические и практические вопросы использования трудового потенциала на предприятиях Республики Коми. Основное внимание обращено на удовлетворенность работой – важнейшей характеристике использования человеческих ресурсов. Оценивается качество жизни работников предприятий (материальное положение, наличие предметов быта и роскоши, место проведения отпуска). Приводится оригинальный материал по оценке здоровья.*

Ключевые слова. *Трудовой потенциал, удовлетворенность работой, здоровье.*

1. ВВЕДЕНИЕ

В научной литературе существует множество критериев оценки эффективности использования трудового потенциала. Оценка может быть произведена на основе статистической информации или на материалах социологических опросов. За основу будут взяты результаты исследования, описанные в статье настоящего сборника: В.В. Фаузер «Социально-демографические и трудовые характеристики человеческих ресурсов организаций Республики Коми».

2. УДОВЛЕТВОРЕННОСТЬ РАБОТОЙ

Каждый работник, в зависимости от того, нравится ему работа или нет, устраивает коллектив или вызывает чувство раздражения и неудовольствия, оценивает свое отношение к трудовому коллективу и решает для себя, как быть дальше. Вариантов здесь немного, либо продолжать работать на прежнем месте, либо сменить коллектив внутри организации, либо поискать счастье на стороне. В исследовании респондентам был задан ряд вопросов, чтобы оценить их трудовые установки. В большинстве исследований «лакмусовой бумажкой» оценки использования трудового потенциала и развитости социально-трудовых отношений является вопрос: «Удовлетворены ли Вы своей работой?».

Таблица 1. Распределение ответов на вопрос: «Удовлетворены ли Вы своей работой?» в зависимости от пола, возраста, образования и статуса, %

Социально-демографические характеристики	Удовлетворенность работой			
	работой вполне довольны	работой не довольны	работа безразлична	затруднились ответить
Пол:				
мужчины	64,4	13,9	7,6	14,1
женщины	62,6	15,6	4,5	17,3
Возраст, лет:				
до 24	59,5	17,2	6,1	17,2
25-29	59,3	14,8	8,0	17,9
30-34	68,5	13,8	2,3	15,4
35-39	66,0	14,6	4,1	15,3
40-44	55,6	20,4	7,1	16,9
45-49	69,5	11,7	5,5	13,3
50-54	69,4	10,2	8,2	12,2
55-59	78,8	0,0	6,1	15,1
60 и старше	55,6	22,2	16,7	5,5
Образование:				
общее основное и начальное	54,6	18,2	13,6	13,6
полное среднее	57,8	21,1	5,6	15,5
начальное профессиональное	55,7	18,2	6,7	19,4
среднее профессиональное	58,3	15,2	8,6	17,9
высшее или незаконченное высшее, в т.ч. послевузовское	71,9	11,6	4,0	12,5
Статус:				
руководители	89,8	4,7	0,0	5,5
специалисты	76,1	9,7	2,8	11,4
служащие	57,4	7,0	9,3	26,3
рабочие	52,7	21,6	8,6	17,1

Отвечая на вопрос анкеты: «Удовлетворены ли Вы своей работой?», респонденты ответили следующим образом (%): работой вполне довольны – 63,7; работой недовольны

– 14,6; работа безразлична – 6,2; затруднились ответить – 15,5. Существенно дифференцированы ответы об удовлетворенности работой в зависимости от социально-демографических характеристик опрошенных респондентов (табл. 1).

Больше всего удовлетворенных своей работой среди руководителей – 89,8%, затем следуют специалисты – 76,1% и служащие – 57,4% и меньше всего удовлетворенных своей работой среди рабочих – 52,7%. Уровень удовлетворенности работой по полу показывает, что среди женщин больше тех, кто работой не доволен, а среди мужчин выше доля, кому работа безразлична.

Реакцией работников на неудовлетворенность работой выступает желание сменить место работы. В ходе опроса респондентам был задан вопрос: «Задумывались ли Вы над возможностью ухода из коллектива, где Вы в настоящее время трудитесь?». На него респонденты ответили так (%): думают, что следует остаться на прежнем месте работы – 69,5; думают найти работу за пределами предприятия – 27,7; другое – 2,8 (табл. 2).

Таблица 2. Распределение ответов на вопрос: «Задумывались ли Вы над возможностью ухода из коллектива, где Вы в настоящее время трудитесь?» в зависимости от пола, возраста и статуса, %

Социально-демографические характеристики	Установка на смену коллектива		
	думают, что следует остаться на прежнем месте работы	думают найти работу за пределами предприятия	другое
Пол:			
мужчины	71,9	26,1	2,0
женщины	66,8	29,4	3,8
Возраст, лет:			
до 24	52,9	43,9	3,2
25-29	60,6	38,1	1,3
30-34	66,9	30,7	2,4
35-39	68,4	30,2	1,4
40-44	74,8	23,0	2,2
45-49	83,9	15,3	0,8
50-54	84,2	9,5	6,3
55-59	71,9	9,4	18,7
60 и старше	94,4	5,6	0,0
Статус:			
руководители	84,3	13,2	2,5
специалисты	73,6	22,2	4,2
служащие	70,0	29,2	0,8
рабочие	64,0	33,2	2,8

Наиболее стабильными, т.е. тех, кто считает, что следует остаться на прежнем месте работы, можно считать мужчин (71,9%), работников старше 40 лет (71,9-94,4%), руководителей, специалистов и служащих (70,0-84,3%). Наименее стабильными являются женщины (29,4%), работники до 40 лет (30,2-43,9%) и рабочие (33,2%).

Планируя деятельность организации менеджменту персонала необходимо знать, как скоро намерены осуществить свои установки «на перемену места работы» их работники. В этой связи респондентам был задан вопрос: «Если Вы решили уйти с данного предприятия, то как скоро Вы намерены это осуществить?». На этот вопрос были получены следующие ответы (%): в этом году – 14,1; на будущий год – 16,0; в течение ближайших пяти лет – 26,0; в течение ближайших 5-10 лет – 9,2; собираются, но не решили когда – 34,7.
Для того чтобы сократить текучесть кадров или свести ее к минимуму, необходимо знать причины, побуждающие работников думать о перемене места работы. Зная причины предполагаемого увольнения, менеджмент организаций может предпринять опережающие меры по стабилизации трудового коллектива. На момент опроса среди возможных причин увольнения работники поставили на первое место «не могут материально обеспечить семью» – 24,3%; на второе место «нет возможности карьерного роста, повышения квалификации» – 18,0%; на третье место «работа не соответствует склонностям, интересам» – 13,7%; затем следует «не устраивает организация труда (сменность, условия)» – 11,9% и далее «нет перспективы улучшить жилищные условия» – 10,4%; «по состоянию здоровья» – 8,3%; «не совсем хорошие отношения в рабочем коллективе» – 4,7% и «по семейным обстоятельствам» – 4,1%.

Таблица 3. Распределение ответов на вопрос: «Как Вы считаете, лично Вас может коснуться увольнение?» в зависимости от пола, возраста и статуса, %

Социально-демографические характеристики	Может коснуться увольнение		
	да	нет	затруднились ответить
Пол:			
мужчины	28,2	42,7	29,1
женщины	26,2	45,8	28,0
Возраст, лет:			
до 24	27,0	41,5	31,5
25-29	21,0	50,6	28,4
30-34	19,8	42,0	38,2
35-39	22,2	48,6	29,2
40-44	26,6	44,7	28,7
45-49	28,9	47,7	23,4
50-54	40,8	34,7	24,5
55-59	56,2	21,9	21,9
60 и старше	50,0	44,4	5,6
Статус:			
руководители	17,2	59,4	23,4
специалисты	21,5	53,3	25,2
служащие	32,0	36,0	32,0
рабочие	31,5	38,0	30,5

На момент опроса каждый третий работник собирался поменять место работы. В то же время 68,3% опрошенных респондентов отметили, что в населенном пункте, где они живут, им и их знакомым будет трудно найти хорошую работу, лишь 7,1% ответили, что это сделать будет легко, а 24,6% затруднились ответить. Чем старше респонденты, тем выше среди них доля тех, кто считает, что могут быть проблемы с поиском новой работы. Больше пессимизма у разошедшихся и вдовых, у белорусов и лиц другой национальности, у рабочих. Между образованием и возможностью найти новую работу прямая зависимость: чем выше образовательный уровень, тем больше шансов найти новую работу.

Экономическое положение предприятия предопределяет стабильность его трудового коллектива. Довольно часто при смене собственника или топ-менеджмента на предприятиях возникает реальная угроза сокращения персонала. И большинство работников это чувствует. Так, отвечая на вопрос анкеты: «Как Вы считаете, лично Вас может коснуться увольнение?», утвердительно ответили 27,3%, уверены, что их это не коснется – 44,1% и затруднились ответить – 28,6%. Как видим, основной состав коллектива уверен в сохранении своего рабочего места. Ответ на этот вопрос в зависимости от социально-демографических характеристик респондентов представлен в табл. 3.

Таблица 4. Распределение ответов на вопрос: «Потеряв работу, что Вы предпримете?» в зависимости от пола, возраста и статуса, %

Социально-демографические характеристики	Действия в случае потери работы				
	поиск работы по старой специальности	овладение новой специальностью	согласие на любую работу	останутся безработными	другие
Пол:					
мужчины	59,2	17,4	16,7	4,3	2,4
женщины	49,1	24,5	16,8	6,1	3,5
Возраст, лет:					
до 24	50,6	36,1	11,6	0,0	1,7
25-29	60,0	23,3	15,0	0,0	1,7
30-34	46,8	32,2	18,2	0,7	2,1
35-39	57,9	20,4	19,1	1,3	1,3
40-44	68,0	12,4	17,0	1,3	1,3
45-49	58,1	12,9	23,4	1,6	4,0
50-54	42,1	6,3	13,7	28,4	9,5
55-59	32,3	0,0	16,1	38,7	12,9
60 и старше	7,2	0,0	21,4	64,3	7,1
Статус:					
руководители	65,9	17,8	7,0	6,2	5,4
специалисты	71,8	18,1	7,7	2,4	3,2
служащие	54,3	23,2	12,4	3,9	6,2
рабочие	47,3	23,6	25,9	6,9	1,7

Как видим, мужчины более пессимистично настроены на сохранение своего рабочего места. Считают, что их может коснуться увольнение и работники, чей возраст перешагнул за 45-50 лет, а также служащие и рабочие. Более комфортно чувствуют себя работники в возрасте 25-39 лет и руководители.

Потенциальные безработные в своем большинстве (56,1%) будут искать работу по старой специальности. Примерно каждый пятый (21,7%) постарается овладеть новой специальностью; каждый шестой ответил, что согласится на любую работу (17,3%). Крайний пессимизм и неуверенность в своих силах высказали только 5,3% опрошенных – они считают, что не смогут найти работу и останутся безработными. Материалы опроса показали, что более половины мужчин (59,2%) будут придерживаться стратегии поиска работы по старой специальности, выше доля придерживающихся этой стратегии среди 25-29 летних (60,0%) и среди 40-44 летних (68,0%). Анализ по категориям работающих показывает, что они все на первое место поставили стратегию «поиска работы по старой специальности». При этом, руководители, специалисты и служащие на второе место в стратегии поставили «овладение новой профессией», в то время как у рабочих на втором месте стоит стратегия «согласия на любую работу». Выше доля считающих, что останутся без работы, среди рабочих и руководителей (табл. 4).

3. КАЧЕСТВО ЖИЗНИ

Исследуя использование трудового потенциала особое внимание необходимо обратить на денежные и не денежные доходы работников, которыми они располагают в повседневной жизни. Поскольку оплата за труд и социальные выплаты, осуществляемые государством, должны каждому человеку создавать достойные условия жизнедеятельности. При проведении исследования респондентам был задан вопрос: «Какая из приведенных оценок наиболее точно характеризует ваши денежные доходы сегодня?». Респонденты оценили свои денежные доходы так (%): мы живем от зарплаты до зарплаты, часто приходится занимать деньги на самое необходимое, а о сбережениях не может быть и речи – 8,5; на ежедневные расходы нам хватает денег, но уже покупка одежды представляет для нас трудности, для этого мы должны взять в долг или специально откладывать деньги – 17,4; нам в основном хватает денег, мы можем даже кое-что откладывать. Но при покупке дорогих товаров длительного пользования (холодильник, новый телевизор и т.п.) наших сбережений не хватает, и мы должны пользоваться кредитом или брать в долг – 42,1; покупка товаров длительного пользования не вызывает у нас трудностей. Однако покупка машины или дорогостоящий отпуск нам пока недоступны – 24,3; в настоящее время мы можем практически ни в чем себе не отказывать – 7,7.

В то же время, отвечая на вопрос анкеты: «Что имеет в своем пользовании ваша семья?», респонденты указали следующее (%): легковую автомашину – 56,7; персональный компьютер, ноутбук – 64,7; холодильник, морозильную камеру – 91,9; телевизор, аудио, видео технику – 90,3; стиральную машину – 86,3; недвижимость (гараж, вторую квартиру) – 40,9; дачу, земельный участок – 44,0; акции, ценные бумаги, счета в банках – 20,4.

О качестве жизни респондентов можно судить и по тому, как и где они проводят свой отпуск (%): отдыхают или гостят у родственников – 41,4; отдыхают за городом, на даче, в лесу и т.д. – 34,6; отдыхают в курортном месте без путевки (дикарем) – 28,6; в отпуске занимаются домашними делами – 28,2; отдыхали по путевке, курсовке (лечебной, туристической) на территории России – 21,8; отдыхали за рубежом по туристической путевке – 19,9; в период отпуска брали дополнительную работу – 7,3; ездили за покупками, занимались семейными делами – 5,0.

Оценка здоровья. К числу важнейших качественных характеристик трудового потенциала относится здоровье. Существует не один медико-биологический метод измерения здоровья. Данные методы призваны оценить состояние здоровья индивида в период обследования. Но как человек чувствует себя в повседневной жизни, на работе, в той или иной период своей жизни медицина ответа не даст. Здесь хорошим и вполне надежным инструментом замера состояния здоровья является использование субъективных оценок человека о состоянии своего здоровья. Данные замеры можно получить в результате социологических исследований. Респонденты, отвечая на вопрос анкеты о своем здоровье, дали такие ответы (%): хорошее, особых жалоб нет – 50,6; в последнее время здоровье стало хуже – 33,4; постоянно себя плохо чувствуют – 5,6; страдают хроническими заболеваниями – 9,9 и указали другое состояние – 0,5.

Таблица 5. Оценка респондентами своего здоровья в зависимости от пола, возраста и статуса, %

Социально-демографические характеристики	Оценка здоровья				
	хорошее, особых жалоб нет	в последнее время здоровье стало хуже	постоянно себя плохо чувствуют	страдают хроническими заболеваниями	другая
Пол:					
мужчины	50,4	35,0	5,1	9,1	0,4
женщины	50,9	31,6	6,1	10,8	0,6
Возраст, лет:					
до 24	73,8	19,0	3,6	3,6	0,0
25-29	76,1	18,4	3,1	2,4	0,0
30-34	59,4	28,1	3,9	7,0	1,6
35-39	48,2	37,8	4,2	9,8	0,0
40-44	34,3	46,8	7,0	11,2	0,7
45-49	32,5	47,3	7,0	13,2	0,0
50-54	23,5	42,9	12,2	20,4	1,0
55-59	27,3	33,3	6,1	33,3	0,0
60 и старше	10,5	47,4	10,5	26,3	5,3
Статус:					
руководители	53,9	32,8	5,5	7,8	0,0
специалисты	59,0	27,1	3,7	9,4	0,8
служащие	53,5	27,9	5,4	13,2	0,0
рабочие	45,2	38,1	6,6	9,5	0,6

Если проанализировать работников предприятий по самооценке их здоровья в зависимости от социально-демографических характеристик, то можно отметить следующее. Потенциально здоровыми, а к этой группе отнесем тех, кто считает, что у них «хорошее здоровье, особых жалоб нет», можно считать половину респондентов мужского и женского пола. Сохраняется хорошее здоровье у работников в возрасте до 34 лет (индикатор оценки выше, чем в среднем по совокупности). К этой же группе можно отнести руководителей, специалистов и служащих предприятий. По наличию хронических заболеваний выделяются работники старше 50 лет (20,4-33,3%), служащие – 13,2% и женщины – 10,8% (табл. 5).

Оценивая результаты опроса по оценке своего здоровья, можно отметить, что в настоящее время у жителей республики много внешних факторов, подрывающих здоровье и не способствующих увеличению продолжительности жизни.

4. ЗАКЛЮЧЕНИЕ

Рассмотрев социологические оценки использования трудового потенциала в организациях Республики Коми можно отметить следующее:

- в своем большинстве (63,7%) работники обследованных организаций удовлетворены своей работой, однако следует обратить внимание, что для каждого пятого работа или безразлична, или ей недовольны;
- работники организаций дорожат своим местом, т.к. 69,5% респондентов собираются и дальше трудиться на прежнем месте работы, в то же время менеджменту персонала стоит обратить внимание на то, что более четверти работников собираются покинуть предприятие;
- оценка качества жизни работников показала, что большинство имеют практически весь набор бытовой техники, проводят полноценный отпуск; при оценке своего здоровья только половина опрошенных оценила его как хорошее, остальные указали разного рода отклонения.

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К ВОПРОСУ О ПРОФЕССИОНАЛЬНОЙ ЭТИКЕ В СФЕРЕ ГОСУДАРСТВЕННОГО И МУНИЦИПАЛЬНОГО УПРАВЛЕНИЯ В РОССИЙСКОЙ ФЕДЕРАЦИИ

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Аннотация: *В настоящей статье обосновывается важность этической составляющей как основополагающего фактора повышения профессионального уровня государственных и муниципальных служащих в Российской Федерации. В данной работе также анализируется содержание различных источников по теме настоящего исследования. Кроме того, подчеркивается необходимость поднятия престижа профессиональной деятельности государственных и муниципальных служащих нашей страны на современном этапе.*

Ключевые слова: *Российская Федерация, управление, менеджмент, государственное и муниципальное управление, профессиональная этика.*

«Духовное единство народа
и объединяющие нас моральные ценности –
это такой же важный фактор развития,
как политическая и экономическая стабильность»
(В.В. Путин. Из Послания Федеральному Собранию РФ
26 апреля 2007 г.)

1. ВВЕДЕНИЕ

Постиндустриальное общество и рыночная экономика в первую очередь требуют от любого работника показателей эффективности, а одним из критериев эффективности работы становится профессионализм, немыслимый без профессиональной этики. Между тем, во всем мире профессиональная этика является важнейшим компонентом образования любого специалиста, определяет философию или миссию профессии, создает предпосылки для ее популярности и обусловливает престиж. Вопрос о соблюдении профессиональной этики, а не только ее декларативном признании, остро стоит во многих сферах управления в Российской Федерации. В данной статье мы хотели бы особо рассмотреть вопрос профессиональной этики в сфере государственного и муниципального управления в нашей стране.

2. ПРОФЕССИОНАЛЬНАЯ ЭТИКЕ В СФЕРЕ ГОСУДАРСТВЕННОГО И МУНИЦИПАЛЬНОГО УПРАВЛЕНИЯ В РОССИЙСКОЙ ФЕДЕРАЦИИ

В ряд статей Федерального закона «О государственной гражданской службе Российской Федерации» включены требования к служебному поведению гражданских служащих, в служебных регламентах также предусматривается закрепление ряда норм нравственного характера. Одним из основных принципов функционирования системы государственной службы и деятельности государственных служащих является «этичность поведения государственного служащего, поддержание им авторитета государственной службы и ее корпоративных основ» [1]. В 2010 году решением президиума Совета при Президенте Российской Федерации по противодействию коррупции был одобрен Типовой кодекс этики и служебного поведения государственных служащих Российской Федерации и муниципальных служащих. На его основе государственные органы разрабатывают собственные кодексы – с учетом особенностей своей работы. Кодекс представляет собой свод общих принципов профессиональной служебной этики и основных правил служебного поведения, которыми надлежит руководствоваться государственным и муниципальным служащим. В документе обозначены в том числе требования к антикоррупционному поведению государственных и муниципальных служащих, описаны нормы обращения со служебной информацией, зафиксирована ответственность за нарушение кодекса [2]. Общепризнано, что этические кодексы могут усилить эффективность правовых средств, но только при условии, что они имеют не абстрактное, а четкое целевое содержание, отражающее особенности их применения; если они дополняют, а не дублируют и не подменяют правовые нормы [3].
Несмотря на то, что проблема необходимости введении этического кодекса для государственных и муниципальных служащих озвучено первыми лицами государства, она пока носит лишь декларативный характер. Это выражается, в первую очередь, в общественной оценке органов власти различного уровня. Аналитический центр Юрия Левады опубликовал в октябре 2012 года результаты проведенного социологического опроса, согласно которому государственные служащие в Российской Федерации являются одной из наименее уважаемых профессий [4]. Это связано с конкретными причинами: нежеланием выполнять свои прямые обязанности, а также с тем, что часть гражданских служащих не осознает смысл и нравственную цену своей деятельности. Согласно данным социологического опроса, по мнению респондентов, 68% служащих ищут своего интереса, 34,5% – интересы своего начальства, 30% – своего ведомства, и на последнем месте стоят интересы государства и граждан, 14% и 11% соответственно. Значительная часть российских граждан признает, что большая часть служащих сегодня не готова к исполнению миссии, предназначенной российской граждан-

ской службе, что говорит, по мнению специалистов, об их непрофессионализме [5]. По мнению П.М. Морхат, из триады критериев оценки государственного служащего по профессиональным, деловым и нравственным качествам в Законе выпала нравственная составляющая, «которая сегодня в условиях растущей коррупции, размытой ответственности и деформации профессиональных ценностей у значительной части государственных служащих, напротив, должна стать из важнейших критериев оценки и показателей уровня их профессиональной пригодности» [6].

Кроме того, на формирование общественного мнения повлиял высокий уровень коррупции в органах власти. По словам Д.А. Медведева: «<…>в обществе в целом практически отсутствует нетерпимость к коррупции как к институту <…> большое значение для уровня коррупции имеет, конечно, и история того или иного государства, традиции, склонности национального характера, масса других вещей. В этом смысле коррупция в России имеет, как это ни печально, вековые традиции. И сегодня она пронизывает всю нашу жизнь» [7]. По данным некоторых социологических опросов, четверть наших граждан вообще не считают, что коррупция является ненормальным явлением. Как это ни печально но почти каждому из нас знакома ситуация почти 200-летней истории, когда «без подарков никакая просьба, по частному или общественному делу, ни когда не была уважаема и не получала удовлетворения» [8]. Это оказывает влияние не только на внутренний уклад жизни россиян, но и на международный авторитет, что наглядно показал Всемирный экономический форум в Давосе, проходивший в январе 2013 года.

Федеральные власти пошли путем нормативного и правового регулирования борьбы с коррупцией, усиления контроля в этой сфере. В 2012 году Указом Президента Российской Федерации был принят Национальный план противодействия коррупции на 2012-2013 годы. Основными механизмами борьбы с коррупцией стали: общественный контроль; формирование в обществе нетерпимого отношения к коррупционному поведению; подготовка примерных образовательных программ, направленных на формирование антикоррупционного мировоззрения у школьников и студентов и др. [9]. Правительство Российской Федерации на период до 2018 года ставит своей целью сформировать эффективную систему противодействия коррупции за счет повышения качества государственного управления и реализации принципов открытости [10].

Успех в решении проблемы коррупции, по нашему мнению, будет эффективным лишь при комплексном подходе. Проблема коррупции относится к поведенческим установкам конкретного человека, поэтому следует сочетать правовые и неправовые методы регулирования. И те, и другие имеют целью главным образом поддержание сложносоставных моделей поведения человека. Зависимость права от нравственности общепризнанна. Проблема коррупции – это не сколько проблема государства, общества или конкретной общности, но в большей степени это поведенческая проблема личности, конкретного человека и его самоконтроля.

Сложившиеся механизмы управления кадровыми процессами в государственной и муниципальной службе сдерживают решение задач социально-экономического развития местного сообщества. Особое значение приобретают профессиональные качества и личностные особенности руководителя. Личностную компоненту в профессионализме кадров невозможно в полной мере учесть в кадровой политике регионального и федерального уровня, она преимущественно формируется и корригируется в условиях микросреды, т.е. в муниципальном образовании. К их числу относятся: рассудительность, способность адекватно оценить сложившуюся ситуацию и сделать оптимальный выбор стратегии и тактики по ее разрешению; порядочность, постоянство в соблюдении этических и социальных норм; справедливость; принципиальность; непримиримость к лести, подхалимству; преданность своему делу; скромность; ответственность за свои действия и порученную работу; простота в обращении с людьми, доступность; внимательность и доброжелательность к окружающим: неприятие панибратства; чувство товарищества; уверенность в своих убеждениях и действиях; мужество; творческое воображение; опережающее мышление; предприимчивость; дисциплинированность; чувство нового; добросовестность; единство слова и дела; требовательность к себе и окружающим; самостоятельность в работе; терпение и упорство; последовательность; настойчивость; критичность и самокритичность; выдержанность и т.п. [11]. Так, администрацией Белгородской области в рамках реализации развития корпоративной культуры муниципального служащего были предложены следующие мероприятия: введение кодекса чести муниципального служащего и присяги при поступлении на муниципальную службу, также выдавать значок «Муниципальный служащий» [12].

3. ВЫВОДЫ

Итак, повышение престижа государственных и муниципальных служащих сегодня является не просто важной, а стратегической задачей, сравнимой с вопросами национальной безопасности. Ведь низкий уровень доверия ставит перед обществом и вопрос легитимности органов власти. На наш взгляд, в результате комплексного подхода, необходимо введение обязательной нравственной компоненты в нормативное и ненормативное регулирование государственной и муниципальной службы. «В условиях моральной эрозии, поразившей сегодня все слои российского общества, именно государственная служба в силу своей организованности, корпоративной сплоченности, высокого профессионализма и компетентности может стать фактором стабилизации и духовно-нравственного оздоровления общества, гарантом успехов в построении действительно демократического социального правового государства, но при условии ее нравственного самоочищения и осознания своей миссии служения обществу» [5].

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ТЕОРЕТИЧЕСКИЕ АСПЕКТЫ ПРИМЕНЕНИЯ МЕТОДОВ ИССЛЕДОВАНИЯ СИСТЕМ УПРАВЛЕНИЯ

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Аннотация: В статье рассматривается возможность применения методов исследования систем управления для формирования системы принятия решений. Проанализированы методические принципы, методы и принципы эффективности исследования систем управления.

Ключевые слова: исследование систем управления, кибернетический подход, методы исследования, эффективность исследования.

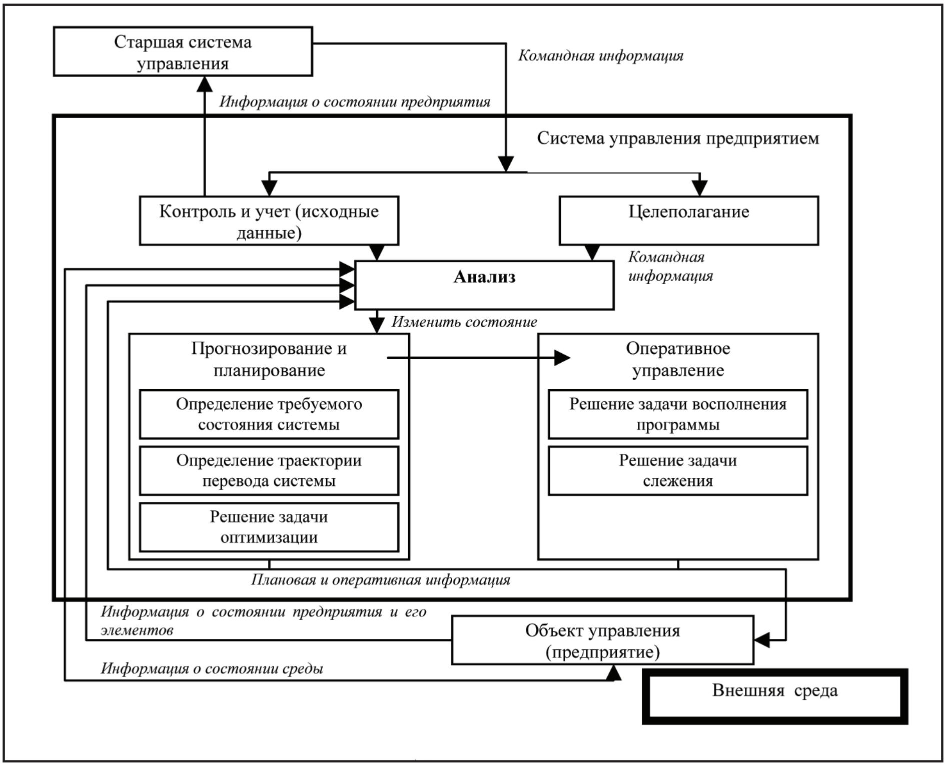
1. ВВЕДЕНИЕ

Современное предприятие – это сложная, постоянно развивающаяся система. К предприятию как открытой системе применимы все принципы оптимального функционирования: сложность, динамическая вероятностная природа, иерархичность построения, целенаправленность функционирования, выделение общего и локальных критериев оптимальности, ограниченность ресурсов, экономический выбор и многовариантность развития. Это позволяет рассматривать предприятие как кибернетическую систему и применять по отношению к предприятию кибернетический подход, означающий применение общих закономерностей управления в природе, обществе, живых организмах и технических системах, поскольку кибернетика разрабатывает общие принципы создания систем управления и систем для автоматизации умственного труда.

2. КИБЕРНЕТИЧЕСКИЙ ПОДХОД В УПРАВЛЕНИИ ПРЕДПРИЯТИЕМ

Использование кибернетического подхода дает возможность построить своеобразный «облик кибернетического предприятия» с учетом общих закономерностей управления целенаправленными системами. Облик кибернетического предприятия можно представить схемы (рис. 1).

Рисунок 1: Кибернетическая схема управления предприятием [1]



3. МЕТОДОЛОГИЧЕСКИЕ ПРИНЦИПЫ ИССЛЕДОВАНИЯ СИСТЕМ УПРАВЛЕНИЯ

Исследования систем управления базируются на принципах исследования, сформулированных в кибернетике, и на специфических принципах исследования, сформулированных в экономике.

К общим принципам системных исследований относят законы и принципы кибернетики, а именно, принцип обратной связи, принцип моделирования, принцип гомеостазиса, закон необходимого разнообразия и принцип черного ящика. Охарактеризуем основные из них:

- принцип обратной связи характеризует информационную и пространственно-временную зависимость в кибернетической системе. Если поведение системы усиливает внешнее воздействие, то мы имеем дело с положительной обратной связью, а если уменьшает, то с отрицательной обратной связью. Поведение объекта управляется величиной ошибки в положении объекта по отношению к стоящей цели.

- принцип моделирования опирается на выявление или воспроизведение свойств одного объекта с помощью другого объекта. Моделирование включает 3 момента: создание и конструирование модели, исследование, изучение реального объекта на основе свойств модели. Как правило исследование систем управления базируется на экономико-математических моделях.
- принцип гомеостазисатесно связан с понятием обратной связи. Экономический гомеостаз – это устойчивое равновесное функционирование хозяйственной системы в изменяющихся природной и социальной среде. Одной из задач исследования системы управления является выявление и изучение механизмов, обеспечивающих гомеостатический характер их функционирование.
- принцип необходимого разнообразия. Разнообразие – число различных состояний системы или логарифмы этого числа. По этому закону, система в своем развитии реализует на практике гораздо меньше число теоретически возможных состояний. Это уменьшение называется ограничение разнообразия. Любой закон или управление системой – ограничение разнообразия. Другая сторона этого принципа: ограничение разнообразия в поведении объекта может быть осуществлено лишь за счет увеличения разнообразия органа управления. (Только разнообразие может уничтожить разнообразие).
- принцип черного ящика. Система, о внутренней организации которой нет сведений – черный ящик, но существует возможность воздействия на входы и регистрирующие выходы. Согласно этому методу система изучается не как совокупность взаимодействия элементов, а как нечто целое, неделимое.

4. ОБЗОР МЕТОДОВ ИССЛЕДОВАНИЯ СИСТЕМ УПРАВЛЕНИЯ

Эффективность систем управления во много определяется выбранным методом управления. Методы исследования представляют собой способы и приемы проведения исследований[2]. Как правило, всю совокупность методов исследования разделяют на 3 больших группы (рис. 2).

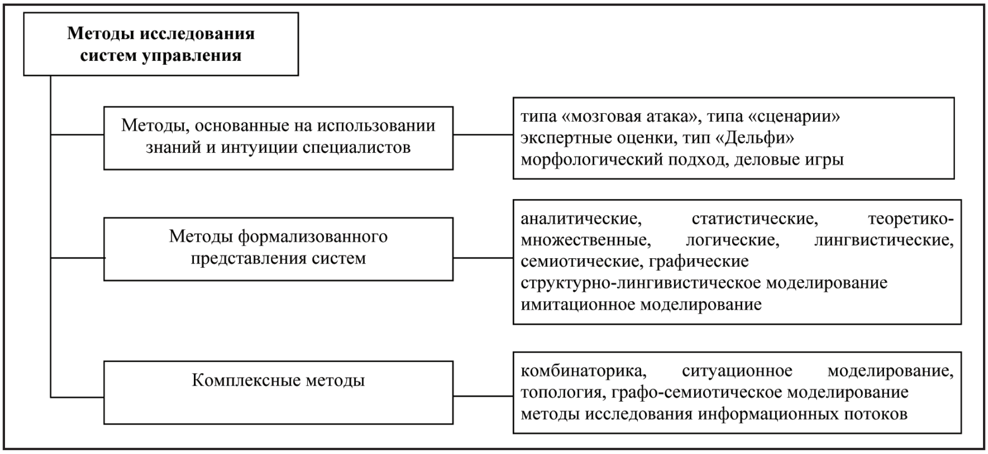
I группа – экспертные методы, основанные на выявлении и обобщении мненийопытныхспециалистов-экспертов, использованииихопыта и нетрадиционныхподходов к анализу деятельности организации.

II группа – методыформализованногопредставлениясистемуправления, основанныенаиспользованииматематических, экономико-математическихметодов и моделейисследованиясистемуправления. Срединихможновыделитьследующиеклассы: аналитические–методыклассическойматематики; статистические–математическаястатистика, теориявероятностей, направленияприкладноййматематики; теоретико-множественные, логические, лингвистические, семиотическиепредставления– дискретнаяматематика, составляющаятеоретическуюосновуразработкиразногородаязыковмоделирования, автоматизациипроектирования, информационно-поисковыхязыков; графические – теорияграфов, графическоепредставлениеинформации.

III группа– комплексныеметоды (комбинаторика, ситуационноемоделирование, топология, графосемиотика и др.), сформированныепутеминтеграцииэкспертных и формализованныхметодов, а также методыисследованияинформационныхпотоков.

Данная классификация достаточно условна, она лишь средство, помогающее ориентироваться в огромном числе разнообразных методов и моделей.

Рисунок 2: Классификация методов исследования



5. ПРИНЦИПЫ ОБЕСПЕЧЕНИЯ ЭФФЕКТИВНОСТИ ИССЛЕДОВАНИЯ

Определение эффективности исследований системного управления должно основываться на принципах и подходах, учитывающих приоритетные общечеловеческие ценности и адаптированные к условиям рыночных отношений. В соответствии с таким подходом эти принципы должны иметь следующее содержание:

- принцип приоритетности социальных и экологических эффектов означает, что при оценке эффективности исследований системного управления необходимо учитывать в первую очередь социальные и экологические эффекты с одновременной их проверкой по критериям безопасности и экологичности;
- принцип комплексного подхода, означающего необходимость учета при определении экономической эффективности всех возможных затрат при исследовании, создании и функционировании системы управления, а также возникающие экономические результаты (последствия) создания и использования продукции и предоставляемых услуг (результатов деятельности организации) на всех стадиях жизненного цикла и уровнях управления. При этом необходимо учитывать все эффекты, получаемые не только на внутреннем рынке, но и внешнем. Таким образом расчет экономического эффекта в результате реализации исследований

системного управления необходимо проводить относительно всей хозяйственной системы организации;

- принцип обеспечения минимального воздействия неполноты и недостоверности имеющейся информации, означающего снижение до возможного минимума отрицательного ее влияния на принимаемые решения и результаты деятельности хозяйственной системы;
- принцип сопоставимости результатов, означающих необходимость обеспечения сравнимости достигаемых социальных, экологических и экономических эффектов за счет функционирования системы управления по следующим признакам:социальным последствиям; экологическим последствиям;объемам удовлетворения потребностей разработчиков и изготовителей (продавцов) продукции;объемам и диапазонам (взаимозаменяемости) удовлетворения потребностей потребителей продукции; признаваемости и авторитетности сертификатов на системы управления и ее подсистемы и продукцию;временному фактору, приводя разновременные эффекты к условиям их соизмеримости и ценности к определенному времени (с учетом инфляции и т.п.);неопределенности и рисков, связанных с достижением эффектов.

По оценкам различных экспертов все средства, направленные на улучшение функционирования системы управления позволяют получить эффект в соотношении (по разным оценкам) примерно 1 к 3,5-20. В связи с этим и с учетом вышеизложенных принципов затраты на обеспечение исследований системного управления следует рассматривать как инвестиции, что позволяет использовать те же показатели для расчета, что и при оценке эффективности инвестиционных проектов.

5. ЗАКЛЮЧЕНИЕ

В заключение работы хотелось отметить, что в современных условиях, менеджеру на предприятии необходимо знать, как использовать методы исследования систем управления на практике для достижения наивысшего результата хозяйственной деятельности. Экономическая стабильность организации, ее выживаемость и эффективность деятельности в условиях рыночных отношений неразрывно связаны с ее непрерывным совершенствованием и развитием. При этом совершенствование организации должно осуществляться по принципу адаптации к внешней среде. Различного рода нововведения проявляют себя на предприятиях в форме организационного совершенствования системы управления, что требует уточнения отдельных связей, параметров системы, применения более эффективных способов их реализации, повышения уровня надежности и т.д. Организационное совершенствование системы (ее подсистем или элементов) затрагивает уже не только отдельные связи, но и структуру управления в целом. Роль методологии, исходя из вышеизложенного, проявляет себя в наивысшем развитии этого направления деятельности управляющего предприятием, позволяет с уверенностью сказать, что методология и методы исследования систем играют высокую роль в достижении качественных показателей управления в современных условиях на любом предприятии.

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ПЛАНИРОВАНИЕ И БЮДЖЕТИРОВАНИЕ МАРКЕТИНГА: ЦЕЛИ, ПРИНЦИПЫ, МЕТОДЫ

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Аннотация. *Отмечается на необходимости рационального сочетания рыночных инструментов с использованием методов планирования в ведении бизнеса. Раскрыта сущность и место плана маркетинга в системе управления объектом ведения хозяйства. Акцентируется внимание на расхождениях в трактовке экономических категорий "планирования маркетинга", "стратегическое маркетинговое планирование", "управление маркетингом". Охарактеризованы принципы, на которых базируется процесс маркетингового планирования. Исследованы методы планирования маркетинговой деятельности на предприятии.*

Ключевые слова: *бюджетирование, затраты, методы, планирование, принципы, стратегия, управление*

1. ВВЕДЕНИЕ

Плановая система ведения хозяйства, которая была присуща в советское время, вот уже третий десяток лет в Украине пытается перейти на рельсы свободной конкуренции. На государственном уровне о пятилетних планах речь пока что не идет. Бюджет государства парламентариями принимается чуть ли не в предновогоднюю. В России горизонт принятия государственного бюджета определен в три года. Что касается сферы научных исследований в экономике, то от проблематики, связанной с планированием, пытаются избежать при любых обстоятельствах. Вошло в моду "стратегическое планирование". Но и здесь немало базовых вопросов как теоретического, так и практического характера остаются не раскрытыми. Во многих аудиториях нами часто ставится вопрос: "Что такое стратегическое планирование?". Ответы разные. Вместе с тем, почему-то никто не задумывается над сущностью самого словосочетания "стратегическое планирование". По нашему мнению, стратегия – это план достижения долгосрочных целей, или теми же словами, только в другой последовательности: стра-

тегия – это долгосрочный план достижения целей. Тогда, что же мы получаем? Стратегическое планирование – долгосрочное плановое планирование?
Невозможно согласиться с утверждением, что "маркетинговое стратегическое планирование – это процесс, который предусматривает анализ маркетинговой среды и возможностей фирмы, принятия решения относительно маркетинговой деятельности и их реализацию" [1, с. 198]. Нужно отличать стратегию фирмы от стратегии маркетинга, планирование маркетинга от управления маркетингом. Стратегию фирмы определяют ее руководители: владельцы, топ-менеджеры, акционеры. Стратегия может иметь горизонт и в 100 лет. На некоторых японских фирмах в департаменте стратегического развития сотрудничают исполнители сектора стратегий и сектора маркетинга, поскольку последние должны досконально знать своих потенциальных клиентов, владеть ситуацией на рынке.
Немало вопросов возникает и на практике, и в теории по отношению и к маркетинговому планированию на предприятии и в системе управления по всей вертикали ведения хозяйства: предприятие – отрасль – регион – государство – мировое хозяйство. Одним из сигналов является то, что негативное сальдо товарооборота во внешнеэкономической деятельности в Украине имеет тенденцию к росту. Идет речь о плановом или агрессивном вытеснении национального товаропроизводителя из его же территории, из его же производственных площадей. Нас волнует, что редко кто пытается углубиться в сущность самой экономической категории "планирование". Одна из причин заключается в том, что о планировании не пишут практики, поскольку им некогда. Ученые же о планировании по большей части излагают свои размышления на основании зарубежной, далеко не всегда "высшего сорта", литературы. Исключением может служить учебное пособие "Планирование деятельности предприятия" под ред. В.Е. Москалюка (К.: КНЕУ, 2002. – 252с.) [2]. Объяснением такому феномену является то, что В.Е. Москалюк продолжительное время работал на руководящих должностях на киевском авиационном заводе.

2. АНАЛИЗ ИССЛЕДОВАНИЙ ПО ПРОБЛЕМАТИКЕ ПЛАНИРОВАНИЯ МАРКЕТИНГА

Автор этих строк с большим уважением и симпатией относится к С.С. Гаркавенко, ее научным достижениям. Неоднократно он выступал в роли рецензента учебников и монографий С.С. Гаркавенко. Ради объективности отметим, что такую же "огромную", но уже озабоченность вызывает следующий абзац из одного из трудов коллеги, а именно: "Планирование маркетинговых стратегий – *это процесс, который предусматривает анализ маркетинговой среды и возможностей фирмы, принятие решений относительно маркетинговой деятельности и их реализацию.* Планирование маркетинга, как и планирование вообще, включает четыре фазы: анализ, планирование, реализацию и контроль" [1, с. 162].
В чем проблема? Во-первых, вместо "планирование маркетинговых стратегий" уместнее, по нашему мнению, написать: "разработка" или "подготовка маркетинговых стратегий". Во-вторых, "планирование маркетинговых стратегий" включает

"планирование"? В-третьих, "анализ, планирование, реализация и контроль" – это уже не планирование, это – процесс управления субъектом ведения хозяйства. Отметим, что такая "неточность" в толковании экономических категорий "управление маркетингом"/"маркетинговый менеджмент", "маркетинговое управление", "маркетинговое планирование" и т. п. характерна для многих отечественных и зарубежных ученых-маркетологов. Современные теоретики менеджмента и маркетинга "эквилибрируют" от "управления" к "менеджменту", дальше – к "управлению бизнесом", после этого – к "деловому администрированию", т. е. возвращаясь опять же к файолевской, одной из шести составляющих комплекса операций на промышленном предприятии – "администрированию". Еще одним доказательством "свободного", далекого от научного отношения к экономическим категориям, является тот факт, что еще в 1988г. в Дели на международном симпозиуме было оглашено о наличии более 20 000 толкований понятия "маркетинг"(?!).

Ф. Котлер, К.Л. Келлер считают, что "Маркетинговый менеджмент (*маркетинговое управление, маркетинг-менеджмент*) происходит, если, по крайней мере, одна из сторон потенциального обмена разрабатывает и использует средства для достижения желательного отзыва от контрагентов. Маркетинговое управление – это искусство и наука выбора целевых рынков, привлечения, удержания и развития покупателей с помощью создания, предоставления и продвижения важных для них ценностей" [3, с. 25]. В примечании редактора на этой же с. 25 акцентируется: *"Читатели неоднократно встретят понятие "маркетинговый менеджмент", под которым в литературе чаще всего понимают управление предприятием на принципах маркетинга. Иногда, как это уже вспоминалось в тексте, в переводе на украинский и русский язык его называют "маркетинговым управлением", реже – "управлением маркетингом". Последняя трактовка более узка и в контексте книги не применяется: речь идет именно об управлении организацией на принципах маркетинга"*. В учебнике по маркетингу не применять "управление маркетингом"? [В.Г.].

Ф. Котлер, К.Л. Келер содержание "Маркетингового менеджмента" формируют из следующих укрупненных частей: что такое маркетинговый менеджмент; сбор маркетинговой информации; установление контактов с покупателями; создание сильных торговых марок; разработка рыночных предложений; предоставление ценности; продвижение ценности; управление личными коммуникациями; эффективные стратегии долгосрочного роста. В данном случае, напротив, место планирования в маркетинговом менеджменте почти не проглядывается. Проблему планирования в маркетинге можно продолжить в цепочке: управление предприятием – управление маркетингом – стратегия маркетинга – маркетинговое планирование – бюджетирование маркетинга.

Цель нашего исследования заключается в попытке углубить теоретические основы планирования маркетинговой деятельности субъектов хозяйствования. Среди основных задач исследования отметим следующие: остановиться на главных вопросах и ответах на них, связанных с раскрытием понятия "планирование"; очертить место планирования маркетингом в системе управления субъектом хозяйствования; определить принципы, на которых базируется система планирования вообще и маркетингом в том числе; уточнить процедуру формирования бюджета маркетинга; отметить то, что лучше всего сформированный план маркетинговой деятельности так и останется на бумаге, если не организовано его успешное выполнение (эффективность управления маркетингом).

3. ПРИНЦИПЫ И ЦЕЛИ В ПЛАНИРОВАНИИ МАРКЕТИНГОВОЙ ДЕЯТЕЛЬНОСТИ

Начнем изложение с вопросов, которые, для уточнения, простите, относятся во время следствия: Quis? Quid? Quibus auxiliis? Cur? Quomodo? Quando? (Лат.). – Кто? Что? Где? С чьей помощью? Почему (с какой целью)? Каким образом? Когда? Крылатое латинское высказывание в который раз помогает нам коротко, понятно и исчерпывающе раскрыть сущность явления, в нашем случае – планирование. Что же собой представляет план? План, как мы усвоили из производственного и управленческого опыта, представляет собой набор заранее сформулированных мероприятий, последовательно объединенных в пространстве, во времени, ресурсах для достижения определенной цели.

В свое время автор этих строк имел непосредственное отношение в экспериментальном цехе киевского завода "Большевик" к организации сборки линий для изготовления пленки, труб, продукции из полиэтилена, полипропилена, других полимерных материалов. Поскольку процесс сборки 20-25 блоков линии длился 3-4 месяца, а весь процесс изготовления занимал 1-1,5 года (материально-техническое снабжение, изготовление деталей по соответствующей технологии, нормирование расходов, проверка соблюдения требований конструкции и технологии со стороны работников отдела технического контроля и так далее), безусловно, все действия на производстве четко подчинялись требованиям плана. В обобщенном виде план представляет собой документ, где указано: №п/п; мероприятие (что нужно выполнить); какие нужные ресурсы и сколько они стоят; сроки выполнения (от минут, к сменам, неделям, месяцам, а то и лет); исполнители и персональная ответственность за выполнение; наконец, кто и каким образом осуществляет контроль.

Принципы (лат. principium – начало, основа) – набор определенных аксиом, правил, норм. Это – базис, фундамент, на котором в соответствии с экономическими законами и закономерностями выстраивается наука или ее определенная сфера, в нашем случае – маркетинг. Следовательно, каких принципов стоит придерживаться при формировании планов маркетинга? Среди ключевых маркетинговых принципов: единство, непрерывность, гибкость, точность, участие. Принцип **единства** (системности) предусматривает наличие тесной связи между линейными и функциональными подразделениями предприятия, необходимость осуществления координации действий между ними. План отдела маркетинга является неотъемлемой частью общего корпоративного плана. План должен быть сбалансированным во времени, пространстве, ресурсах, и направлен на достижение определенных целей.

Принцип непрерывности подчеркивает необходимость соблюдения последовательности при планировании. Оперативный план является составляющей частью месячного, квартального, годового, среднесрочного, долгосрочного, стратегического плана. При этом процесс планирования не прерывается, является циклическим. Принцип гибкости дополняет принцип непрерывности и заключается в предоставлении процессу планирования способности изменять свое направление в связи с возникновением непредвиденных обстоятельств (обеспечение ресурсами, изменения в целевых рынках, потребителях, системе товародвижения, способах рекламирования товара, проведения PR – кампаний).

Принцип точности связан с необходимостью соблюдения обязательств относительно сроков и условий выполнения заказов, надежности поставок, невзирая ни на какие субъективные или объективные обстоятельства. Принцип участия предусматривает максимальную приближенность между формированием и выполнением планов маркетинга. Ведь планы могут складывать одни ("с сошкой), рассматривать – другие, согласовывать – третьи, выполнять – четвертые, контролировать – пятые, отчитываться – шестые, а премии получать – "семеро с ложкой". Безусловно, перечень принципов можно продолжать с учетом специфики деятельности того или другого исполнителя службы маркетинга.

Вспомним общие функции по А. Файолю [4], у которого планирование как функция управления состоит из целеполагания, предвидения и собственно процесса планирования. С позиций современной теории управления идет речь также о прогнозировании, моделировании, программировании. Поскольку система целей имеет свою иерархию, система планов должна "накладываться" на систему ("дерево", "пирамиду", "иерархию") целей. С позиций горизонта планирования речь должна идти о стратегическом (в условиях неопределенности), долгосрочном (с применением метода экстраполяции), среднесрочном, оперативном (тактическом) планировании. Сроки планирования зависят от отраслевой специфики, номенклатуры продукции, запросов потребителей. Касаясь вопроса относительно цели маркетинга, у нас всегда возникал вопрос относительно позиции тех ученых, которые маркетинговые цели, маркетинговые стратегии не отличают от общих, корпоративных целей и стратегий субъекта хозяйствования.

Цели маркетинга должны быть четкими, реальными, мотивирующими. Обязательно цели должны определяться качественными и количественными показателями. Качественные показатели без особых проблем могут быть переведены в количественные. Такое условие объясняется достаточно просто: оценить деятельность маркетолога, проконтролировать ее, наконец, определить уровень оплаты его труда возможно из-за условия, если установлены критерии оценки его деятельности.

Среди вариантов установления целей отдела маркетинга: достижение плана продажи продукции предприятия (от ежедневных к годовым); повышение доли рынка продукцией фирмы; повышение прибыли (нормы прибыли, дохода); мероприятия относительно противодействий конкурентам; расширение круга потенциальных клиентов; выигранный тендер и т. д.. Задание каждому из сотрудников отдела маркетинга устанавливается с учетом специфики его должностной инструкции в рамках Положения об отделе. Для любознательного читателя мы можем предложить домашнее задание относительно определения целей деятельности, которую должен выполнять маркетолог, реализуя одну из функций из комплекса "4Р", например, маркетинговую товарную политику. Как? Именно по этой причине мы в своей лекции предлагаем к рассмотрению тему: "Маркетинг и товарная политика".

4. МАРКЕТИНГОВОЕ БЮДЖЕТИРОВАНИЕ

Для обеспечения нормальных условий маркетинговой деятельности на календарный год формируется бюджет. Методы формирования бюджета разные: в зависимости от установленных целей и заданий; "от возможностей" фирмы; фиксированного процента (от объема продажа); ориентации на конкурента; максимизации расходов; с учетом программы маркетинга. Самим надежным считается метод целей и заданий, поскольку по этому методу бюджет рассчитывается по каждому мероприятию, по каждому действию. После этого подытоживаются все необходимые расходы с учетом резерва (5-10%). В случае непредвиденных обстоятельств вопрос о выделении средств решается в установленном в данной фирме порядке (возможно, из резервного фонда).
Компанией Roland Berger Strategy Consultants был проведен специальный опрос по определению факторов успеха в подходе к бюджетированию маркетинговой деятельности. Опрошены были топ-менеджеры порядка 1 тысячи крупнейших компаний в Германии, Австрии и Швейцарии, работающих в основных отраслях экономики. Компании были разделены на две группы: передовые и отстающие. Большое внимания при этом уделялось соотношению рыночного и финансового успеха. По мнению почти 60% руководителей изменения в подходе к маркетинговому бюджетированию должны позволить сократить расходы на маркетинг не менее чем на 10%. Около четверти опрошенных видят в бюджетировании потенциал сокращения расходов в размере 15% и более. В успешных компаниях маркетинг подключен к достижению широкого спектра задач – в масштабах всей компании, а также в работе по отдельным направлениям. Среди таких направлений важное место занимают вопросы усиления бренда, повышения уровня продаж и др.
Почти все респонденты (96%) из передовых компаний применяют подход бюджетирования в маркетинговой деятельности. Среди передовых компаний оказалось гораздо больше тех, которые проводят границу между стратегическим и операционным бюджетированием: 47% против 27% среди менее успешных фирм. В то время, как одни компании при составлении бюджета продолжают ориентироваться на метод «как было в прошлом году», или копировать цифры конкурентов, другие активно используют инновационные методы. Более 70% лидирующих компаний определяют объем средств, необходимых для решения стоящих перед ними маркетинговых задач. При этом 22% компаний используют концепцию целевого управления затратами (target costing). Еще 14% компаний выбрали метод бюджетирования, требующий обоснования необходимых затрат в начале каждого отчетного периода (zero based budgeting). Маркетинговое бюджетирование в успешных компаниях сочетает в себе прогнозирование и планирование, координацию и коммуникацию, мотивацию и оценку эффективности. Передовые компании уделяют большое внимание процессу согласования бюджета. Руководство успешных компаний стремятся к тому, чтобы вовлеченные в процесс сотрудники (топ-менеджеры, представители отделов маркетинга, контроллинга, производственного отдела, отдела финансов и других подразделений) остались довольны результатами.
Одним из важнейших факторов успеха в бюджетировании является способность улавливать требования рынка и оперативность, с которой компании реагируют на

эти требования. Важно также обеспечить прозрачность маркетинговых расходов. Как свидетельствуют результаты проведенного исследования, практически лишь в каждой второй компании маркетинговый бюджет учитывает фактор изменений, происходящих на рынке. Так, в 48% компаний бюджет охватывает не более 80% всех расходов на маркетинг. Что касается реализации принципа **гибкости**, то здесь имеет место ряд отраслевых различий. Наиболее гибкими в вопросе бюджетирования оказались компании сектора потребительских товаров и розничной торговли. Менее гибко реагируют на изменения в рыночной среде компании сферы услуг, производители промышленных товаров. Скорость реагирования на запросы рынка имеет четкую взаимосвязь с гибкостью. Как оказалось, самые «быстрые» компании обладают наиболее гибким маркетинговым бюджетом.

Еще одно различие между рассмотренными в исследовании отраслями выявлено при анализе качества вводных данных при составлении бюджета. Наибольшей точностью отличаются учреждения сектора финансовых услуг, потребительских товаров и розничной торговли, а также телекоммуникационные, IT-фирмы и интернет-компании. Самое низкое качество исходных данных обнаружено на предприятиях автомобильной промышленности.

5. ФОРМУЛИРОВАНИЕ ЗАТРАТ НА МАРКЕТИНГ

Маркетинговый план является неотъемлемой частью общей корпоративной системы планирования. Составляющими плана маркетинга являются планы ассортимента продукции, объемов поставок, ценовой политики, распределения продукции, складирования готовой продукции, маркетинговых коммуникаций, сбыта (реализации) продукции. Маркетинговый план, план производства (материально-техническое снабжение, организация производства), финансовый план (доходы-расходы, прибыль) и другие планы формируют план коммерческо-хозяйственной деятельности предприятия как единого целого на соответствующий промежуток времени (квартал, полугодие, год и т. д.).

В период затянувшегося финансово-экономического кризиса каждое предприятие вынуждено очень скрупулезно ставиться к формированию каждой статьи затрат в своем бюджете. В этой ситуации вполне реальным становится перемещение затрат на маркетинг на "потом". Соображения при этом связаны частично по причине непонимания важности данной функции управления, частично по недостатку знаний в области маневрирования ресурсами внутри маркетинговой функции. В этой связи воспользуемся результатами исследования, изложенного в журнале "Баланс-Современный капитал" [5]. Исследователи попросили своих клиентов прислать маркетинговые бюджеты предприятий с разбивкой по статьям. Результаты сделанных обобщений изложены ниже. Безусловно, некоторые статьи затрат могут показаться неактуальными по отношению к тому или иному предприятию. Понятно, что маркетинг направлен на создание и поддержание позитивного имиджа организации, максимизацию использования ее ресурсов для определения, продвижения и удовлетворения потребностей рынка в продуктах и услугах на прибыльной основе. С позиций определения статей затрат выделяют внутри маркетинговой функции 4 блока: реклама, маркетинговые исследования, связь с общественностью (PR), стимулирование продаж. Эти четыре блока приведены для того, чтобы раскрыть в них перечни затрат.

Список возможных статей затрат на рекламную деятельность: приобретение рекламного места или времени в признанных средствах массовой информации; комиссионные или другие виды выплат рекламным агентствам; художественные работы, закупаемые в рекламных целях; затраты на рекламу и ее производство в отраслевых и межотраслевых каталогах фирм; затраты на рекламу и ее производство в профессиональных изданиях; приобретение мест на торговых выставках, ярмарках; реклама в общественном транспорте; затраты на рекламу и ее производство в справочниках; рекламные брошюры о продуктах и услугах; дисплеи в фойе фирмы с рекламой продуктов и услуг; рекламные видеоролики и стенды; почтовые расходы на прямую рассылку; переиздание рекламных продуктов.

Затраты на маркетинговые исследования: исследования по предварительному тестированию рекламы и ее эффективности; **о**плата консультантов; исследования, связанные с введением новых продуктов и услуг; исследования имиджа фирмы; исследования общественного мнения; квартальные, полугодовые и годовые выборочные исследования рынка на предмет степени проникновения и восприятия; тестирование и оценка деятельности по продвижению продаж. При этом все затраты направлены на проведение исследований потенциала новых продуктов и услуг, доли занимаемого рынка, выбора отделений и филиалов, имиджа фирмы, эффективности рекламы и предварительного тестирования предполагаемых проектов связи с общественностью.

Затраты на связи с общественностью (PR): реклама благотворительного характера; празднование годовщин и знаменательных дат; подготовка и рассылка годового отчета; награды, присуждаемые в благотворительных мероприятиях; календари; поздравительные открытки; финансирование мероприятий, проводимых муниципальными властями; пожертвования и дотации; производство дисплеев для нужд муниципальных властей; подарки и сувениры с логотипом организации; приглашения и их почтовая рассылка на мероприятия, спонсируемые фирмой; благодарственные письма клиентам; производство географических карт с логотипом фирмы; затраты на проведение дня "открытых дверей" фирмы; спонсирование творческих, культурных/спортивных мероприятий; пресс-конференции; затраты на стипендии; затраты на спич-райтеров, привлекаемых со стороны; декорирование улиц и зданий во время праздников; разработка торговой марки или логотипа компании.

Затраты на стимулирование продаж: аудиовизуальные материалы для демонстрации в процессе выступлений, связанных с реализацией продуктов и услуг; производство предметов (баннеров, коробок и др.) для их использования в точках продажи продуктов и услуг; сувениры клиентам, начинающим бизнес с фирмой; призы или премии работникам, привлекающим новых клиентов; письма, связанные с увеличением объемов продаж, и их почтовая рассылка; обучение персонала, связанного с реализацией продуктов и услуг; организация встреч с новыми клиентами.

6. ВЫВОДЫ

Проблема планирования и бюджетирования маркетинговой деятельности существует. Она актуальна и нуждается в усилении внимания к ней и в Украине, и в Сербии. Экономические показатели Украины во всевозможных мировых рейтингах, настроения не добавляют. Напротив, "за державу обидно". Причин – немало, в т.ч. маркетингового характера. Речь идет о том, что завладев маркетинговым инструментарием, предприниматели по большей части направляют его или в только собственных интересах, и/или в интересах импортеров китайской, турецкой, польской, египетской продукции, и в меньшей мере – для продвижения продукции национального товаропроизводителя на внутренний и внешний рынок. Таким образом, актуальной является проблема совершенствования системы планирования и бюджетирования маркетинга на всех уровнях управления в государстве с позиций теории, методологии и практики.

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THE IMPORTANCE OF SMALL WINS

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***Abstract**: Great achievements and progress have a significant impact on all aspects of the work and the inner life, but the big successes are rare. Moreover, the little successes in progress can have a significant impact on the inner life achievement but, unfortunately, small setbacks and small steps backward have large, even a much bigger impact than successes to emotions, motivation and perception. Every business, no matter how it is of little relevance to society and without opportunities for advancement can be meaningful if it is relevant to something or to someone very important to worker. Managers can use catalysts, instigators, and other events usual for "the best day" event, and make a positive impact on the aspects of the inner life achievement. You should make sure to remove inhibitors and toxins, and other events with a negative impact on their subordinates.*

***Keywords**: progress, wins, management*

1. INTRODUCTION

It turns out that the ordinary scientists, marketers, developers and other workers, whose jobs require creative productivity every day, have more in common with famous innovators, than most managers realize. The events realized during the working day that promote their emotions, are the fuel for their motivation.

Work motivation has been the subject of extensive debate. The power of progress is fundamental to human nature, but few managers understand or know how to exploit advances to increase motivation. Since motivation tend to change and decline, and it is necessary to impact on its maintenance and renewal.[1] In a survey on key motivating employees, it was discovered that some managers ranked recognition for good work as the most important, while others are more concerned with financial incentives.[2] Some are focused on the value of

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[1] Kastratović, Edita, et al,: Methods of Motivation in Educational Institutions. *International journal of economics and law,* Vol. 2, No. 4, April 2012, ALFA University, FORKUP, Novi Sad, p. 17

[2] Blanding Michael 2011.,Getting to Eureka! How Companies Can Promote Creativity, Harvard Business School Working Knowledge, 22.8.2011., Boston, Harvard Business School Publishing.

interpersonal support, while others think that the clear goals are the answer. It is interesting that few of the surveyed managers ranked progress first.

For managers, the principle of progress has clear implications where to focus their efforts. Knowledge of what is to encourage and foster progress, and what triggers the contrary, is the key to effective management over people and their work.

The central driver of active-productive work is the quality of the inner working life of people, a mixture of emotions, motivation, and understandings during the working day. How do happy workers feel, how are they motivated, what is their substantial interest in the work, how positive they see the organization, their management, their team, their work, themselves and all of these combinations are used or to raise them up to higher levels of achievement or to relegate them to the lower levels.

A common claim is that the high pressure and fear promote achievements. However, it was found that, at least in the domain of work, people are more creative and productive when their inner lives are positive, when they feel happy; workers motivated by their work have a positive perception of their colleagues and organizations. Moreover, in these positive institutions, people are committed to working more and they are more collegial to those around them. The inner life events may change from day to day, sometimes that can be negative performance. The inner work of people living in a given day encourages his/hers work for the day, and can even affect the performance the next day.

2. THE POWER OF SUCCESS

Quest for the challenges of the inner life led researchers Amabile and Kramer to the principles of progress.[3] When they have compared the research on the best and worst day of participants (based on their overall mood, specific emotions and levels of motivation), they revealed that the most common event that triggers "the best day" was progress in the work of an individual or team. The most common event that triggers the "worst day" is a step backwards.

Take, for example, how the progress is related to one component of the inner life achievement: appraisal of the overall mood. Step forward occurred in 76% of the people with best mood these days. In contrast, the failure occurred only in 13% of the people those days.

Two other types of inner life achievement often found in the best days are catalysts - actions that directly support the operation, including assistance from individuals and groups; and instigators - events such as respect and words of encouragement. Each of them is the opposite: Inhibitors - actions that do not support or actively interfere with the work, and toxins that discourage or undermine events. While the catalysts and inhibitors are directed to the project, the instigators and the toxins are directed to individuals. As well as the failures, inhibitors and toxins are rare in the days of the great success of the internal work.

Events that are worst for the mood are almost the reflection of the best ones for the mood. Here dominate failure that occurs in 67% of "bad" days, while progress occurred in only 25% of them. Inhibitors and toxins also records generally the worst days of mood, and catalysts and instigators are rare.

[3] Amabile Teresa, Kramer Steven 2011., The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work, USA, Boston, Harvard Business Review Press

This is what makes principle of progress visible: If a person is motivated and happy at the end of the working day, it is certain that he/she has made some progress. If the person is unhappy, it is likely to blame some negative event at work.
In the analysis of 12.000 daily surveys, it was found that progress and failure affecting all three aspects of the inner life achievement[4]. In the days when they made progress, participants reported positive emotions. They not only were in more optimistic mood, but also expressed more joy, warmth and pride. When they have suffered a failure, they have experienced more frustration, fear and sadness.
Motivation were also conditioned in the days of progress, the people were more motivated and essentially showed more interest and enjoyment of the work itself. In the days of failure, they were less motivated and were unsuccessful to recognize demotivaton. Obvious regression can person to feel generally apathetic, and not to work at all.
Perceptions differ in many ways. In the days of progress, a lot more people see positive changes in its work. They see their teams supporting each other and report positive interpretations between the teams and their supervisors. Perception suffered when people encountered setbacks. They found less positive challenges in the work, considered to be less freedom in its implementation and report a lack of resources. On the day of the failure, the participants see their teams and their supervisors as someone who does not provide support.
These analyses established correlation, but do not prove cause. Are these changes in the inner life achievement the result of progress and setbacks, or the effect is reversed? The figures themselves cannot provide the answer to that. However, it has been proved, after reading thousands of diaries, that more positive perception, sense of accomplishment, satisfaction, happiness and even elation often accompanies progress. In addition, it is observed that the deterioration of perception, frustration, sadness, and even disgust is often followed by arrest. Almost certainly, causality runs in both directions, and managers can use this feedback loop between the progress and the inner life achievement, to support both formats.

3. PROGRESS IN THE MEANINGFUL JOB

When we think about progress, we often imagine how good we feel when we achieve long-term goal or experience a major breakthrough. These big wins are great, but relatively rare. The good news is that even small wins encourage inner life achievements[5]. Many advanced events that participants mentioned during research, represent only small steps forward. However, they often evolve into too great positive reactions.
Even a simple, incremental improvement can increase the involvement of people in the work and make them happy during the working day. Regardless of the type of event, the participants reported a significant percentage (28%) of incidents that had less impact on the project, and major influence on people's feelings about it. The inner life has a powerful effect on creativity and productivity, so even small steps forward, can be accumulated in obvious execution,

[4] Amabile M. Teresa, Kramer J. Steven 2011., The power of small wins, Harvard Business Review, May 2011., USA, Boston, Harvard Business Publishing
[5] Nobel Carmen 2011., „How Small Wins Unleash Creativity", Harvard Business School Working Knowledge 6. 9. 2011., USA, Boston, Harvard Business School Publishing

advanced events that often go unnoticed, but are critical to the overall performance of the organization.

Unfortunately, on the other hand, small losses or failures can have an extremely negative impact on the inner life. In fact, studies and research by others indicate that negative events have a stronger impact than positive.[6] Therefore, it is especially important for managers to reduce the daily difficulties. The key to motivation is to support improvement performance in meaningful work. Reaching progress improves inner life achievement, but only if people do the things for themselves (the technology performance concept - how to become successful was described in Vojislav Vučenović, Milan Radosavljevic, "*The holistic technology of success - How to become successful*", FORKUP, 2011, pp. 73 – 76).

In 1983, Steve Jobs tried to encourage John Scillei to leave a very successful career in Pepsi Co. and become the new CEO of Apple.[7] He allegedly asked, "Do you want to spend the rest of your life selling sugar water or do you want a chance to change the world"? In making its decision, Jobs took a powerful psychological force: a deep human desire to do the meaningful work. Fortunately, in order to feel progress, the work does not have to include placing the PCs in the hands of the common people, or the reduction of poverty, or helping to cure cancer. A work with less profound importance to society may be important in terms of its contribution to something or someone that is important to worker. The significance can be, for example, simple, useful, and high quality product to the customer or providing a real service to the community. It can be encouraging colleagues and supporting organization's profit by reducing inefficiencies in the production process. No matter if the goals are humble or lofty as long as they make sense, the workers are aware of his/hers efforts to enable them to contribute. Progress towards them can encourage inner life achievement.

Most of the work in modern organizations is potentially meaningful for the people who work on them. Nevertheless, managers can verify that employees know how their work contributes to the organization. It is important to notice that workers avoid actions inconsistent with their sense of values.

4. SUPPORTING PROGRESS: CATALYSTS AND INSTIGATORS

What managers can do to ensure that people are motivated, dedicated and happy? How can they support the daily progress of workers? They cannot use the catalysts and instigators and other types of "best day" event. Catalysts are actions that support business and progress of the project.[8] They include setting off clear goals, allowing autonomy, provided that there are enough resources and time, they help in the work, they are open to learning about the problem and about the success, and allow the free exchange of ideas. Their opposites, the inhibitors include failure to provide active support and inconvenience. Because of their impact on the progress, the catalysts and the inhibitors affect the expression of the inner life achievement.

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6 Vučenović V., Radosavljević Ž., Marković A. 2011., Samo-organizacija, Novi Sad, FORKUP., 270-271

7 Amabile M. Teresa, Kramer J. Steven 2011., The power of small wins, Harvard Business Review, May 2011., USA, Boston, Harvard Business Publishing

8 Amabile Teresa, Kramer Steven 2011., The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work, USA, Boston, Harvard Business Review Press

They also have a more direct effect - When people realize that they have clear objectives and meaningful work, that they have enough resources, that they are useful to their colleagues, etc. they get an instant boost of their emotions, their motivations causes great work and a positive perception of work and organization.

Instigators are part of interpersonal support, such as respect and recognition, encouragement, emotional comfort and the possibility of belonging. Toxins, their opposites, include contempt, discouragement, disregard emotions and interpersonal conflicts. For good and for bad, the instigators and toxins affect the inner working life directly and immediately.

Catalysts, instigators, and their opposites can change the meaning of the work shifting people's perceptions of their work, and even about themselves. For example, when a manager makes sure that people have the resources they need, he/she gives signals that what they do is important and valuable. When managers recognize people for the work they do, it indicates that they are important for the organization. In this way, catalysts and instigators give greater meaning to work and increase the principle of progress.

Management actions that are catalysts and instigators are not particularly mysterious; they can look as managing, not just as a kind of common sense and mutual courtesy. However, even some of better managers in companies were not able to provide the studied catalysts and instigators. Even when managers do not have a solid support, long-term strategies development and launching new initiatives can often seem more important and perhaps more attractive than taking into account that the subordinates have what they need to have a steady progress and to feel support like a human being. However, as has been repeatedly seen, even the best strategies will fail if managers ignore the people who work "in the trenches" by executing duties.

5. A MODEL OF MANAGER AND TOOLS

Approach to leadership:

1. Establishing a positive climate. One event at a time set standards of behavior for the entire team. When a customer's complaint terminates the project, for example, a team to analyze the problem is immediately engaged, without charges, and it is necessary to develop a plan for improving relations. This is a practical approach and efficient way to get a sense of moving forward, even with missteps and failures inherent in all complex projects.
2. Remain accustomed to the daily activities and the progress of the team. When the climate is created, it is naturally maintained. Team members regularly inform the manager, even though manager does not ask them about their failures, progresses, or future plans.
3. Directing support in line with recent developments in the team and the project. Every day, one can predict what kind of intervention, catalyst or inhibitor removal, instigator or an antidote has the greatest impact on internal working life and the progress of the team. If you don't know, than you should ask.

A manager should be as a resource for members of the team rather than micro-management, and must be sure to check them, but to make it not look like a check. Superficial verification and validation look quite similar, but the micro-managers make 4 types of errors. First, they fail to provide autonomy in performing tasks. Second, they often ask the employees about their work, without providing any strategic assistance. Third, micro-managers will quickly point out a personal blame when problems arise, which leads subordinates to hide their problems, not to frankly discuss how to overcome them. Fourth, micro-managers tend to retain information that will be used as a secret weapon. Employees at lower positions realize how much damaging this is to inner life achievement. When subordinates feel that the manager has kept potentially useful information, they feel undervalued, decreasing their motivation, and their work is handicapped.

Internal meaningful life achievement leads to good performance, which depends on the consistent progress and increases the inner life. This can be called the loop of progress, which reveals the potential for self-reinforcement of benefits. Therefore, the most important implication of the principle of progress is as follows: Supporting people and their daily progress in meaningful work, the managers will not only improve the inner working life of its employees, but also long-term performance of the organization, which enhances the inner working life even more. There is a dark side, of course - the possibility of negative feedback. If managers fail to support the progress of the people who are trying to achieve it, the inner working life suffers and so the performance degrade further and undermine inner work life.

Another implication of the principle of progress is that managers do not have to try to read the minds of their workers, or creating complicated incentive schemes to ensure that employees are motivated and happy. As long as they show basic respect and consideration, they can focus on supporting the work itself.

In order to become an effective, a manager must learn to adjust to this positive feedback loop in motion. This may require significant changes. Business schools, business books as well as managers, typically focusing on the management of organizations or people. However, if we focus on the progress management, people management and even the entire organization becomes much easier to achieve. We will not have to thoroughly watch the inner working lives of subordinates, as an x-ray scanner, and if we facilitated their steady progress in meaningful work, pointed out that progress and treat them well, they will experience the emotions, motivation, and understanding necessary for a great performance. Their work will then contribute to organizational success, and what is most important - they are going to love their job.

6. RESUME

Some of the tools that can help to overcome the problems are the need to establish a positive climate and standards of behavior for all members of the team, in case of the occurrence of these problems, a team should be engaged in solving problems and to respond to the crisis without panic and putting blame one to another. The manager should have sympathy for all the problems that will encourage people to be informed about all the good and bad things as well as plans. It is necessary to ensure freedom in performing work, direct support in line with the developments in the team, and managers need to know how to check the team indiscreetly.

The art of small wins is a picture of the future that we want to achieve, which is formulated in the present tense, as if that is happening in the present. Defining our creative visions include intentions of the organization and its expectations regarding future development. When we create our picture of the future, we must first think about what is most important for our organization and its underlying assumptions of existence through our creative vision. All this can be achieved by forming several important questions:

1. If our organization works in the best possible way, how that looks and how its members work?
2. How we achieve results, what kind of mutual feelings employees nurture for each other, and how they relate to performance? Let's imagine a specific event or milestone that could affect the creation of our vision for the future of the organization. For example, we may introduce a new type of service, or establish new productive relationships with significant local organization, or looking for a way to reward our organization or community for their efforts.
3. Which words we would use to describe our own perceptions of the future of our organization? Our views concerning the future vision must be formulated in the present tense, as if it's already happening.

Tactic of creating a vision indicates to possession of the necessary knowledge and skills in strategic planning. Consequently, the possibility of finding solutions means:

1. Recognition of the capabilities - requires proactive management style,
2. Opportunities are faced towards the development -economic, social, political,
3. Options live in the future, and associated risks must be encompassed into the future framework that is not always predictable,
4. Opportunities require foresight or vision of the future situation, and
5. In finding opportunities, the crucial question that arises is "What if"?

Finding opportunities and solving problems always assume knowledge or awareness of the problem and the creation of a vision of a better future. Both, awareness and vision involve many aspects, including the ability to see things (those that are not visible at first glance), creating perspective (different way of looking at problems), intuition (messages from the collective experiences stored somewhere in the human subconscious), pronounced ability of peripheral vision of the future. In addition to the fact that awareness and vision are in the domain of the human mind, they are in quantitative and qualitative terms different as the instruments available to managers when introducing changes.

Despite the similarities between the roles of change managers and strategists of vision of the future, which require a number of managerial skills and attributes, differences do exist. A change manager is much more focused on operating solving everyday problems and finding available solutions. Of course, all these activities will remain in the context of long-term implementation of planned organizational changes or community. In contrast, the vision of the strategist is much more focused on the future, and less on immediate operational tasks and duties. This means dealing with the character of the organization for five or ten years, its new value system, and achievable goals to be addressed by the management of the organization in the future.

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[5] Vučenović V., Radosavljević Ž., Marković A. 2011., *Samo-organizacija*, Novi Sad, FORKUP.
[6] Kastratović, Edita, et al,: Methods of Motivation in Educational Institutions. *International journal of economics and law,* Vol. 2, No. 4, ALFA University, FORKUP, April 2012, p. 17

MANAGEMENT IN TIMES OF CRISIS – ELIMINATION OF THE CAUSE OF CRISIS

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Abstract: *Crisis management has indirect (observed in the crisis period) and direct effects (manifested in the time after the crisis). The first step in crisis management is prevention (taking all measures so the crisis does not occur), and it is necessary to have a backup version of a solution of the problem. Organization needs to have an overview of possible emergencies. Organizational disasters occur often with a series of small, seemingly trivial, hidden mistakes, and it is necessary to pay attention to their identification and removal. It is necessary to form a crisis team that has a mission to bring their operating system out of the crisis, which should be ready for public relations, and to plan and organize its activities to minimize adverse effects.*

Keywords: *management, crisis, mistakes*

1. INTRODUCTION

Managing business systems in crises involves decision-making and problem solving in all areas of their operation. In order to achieve that, managers should have the data, information and knowledge necessary for making decisions and solving problems created by the crisis. Managers use quantitative methods and different analytical techniques that are adequate in decision-making problems in a crisis, and have the necessary creativity in making the final decision. Altogether, affect the scope and effectiveness of managerial decision making in crises, taking into account the efficiency in decision-making and management.
Small errors that occur every day, but do not inflict much damage, often are unnoticed. People ignore the warnings contained in these small mistakes and often think that everything is all right. Nevertheless, these seemingly insignificant events can often be a challenge to a real disaster. Identifying and learning from those mistakes is not just a matter of paying attention. In this paper, we study these errors, and discover how companies can see them and learn from them. When people look at a successful outcome, it is their tendency to assume that the process that led to it going in a safe way, even when it is not the case. Hence, the famous phrase - You don't argue with success. In fact, you can - and you should.

Tinsley, Dillon and Madsen in the last 7 years questioned the so-called “second to disaster” in dozens of companies in various industries - from telecommunications to automotive industry, NASA, and in laboratory simulations[1]. Many “small” errors and omissions were the precursors of each disaster and business crisis they examined, and most of them were ignored. In most cases, it is considered that the probability of an unfavorable outcome is minimal, so often the necessary measures to reduce the risk weren’t taken into account.

Normalization of deviants is a tendency to accept the anomalies in time - especially the risky ones - as normal. For example, workers using ladders with broken rung - the more times the worker climb the ladder without incident, he increasingly feels safer. For an organization, such normalization can be catastrophic. Sociologist at Columbia University, Diane Vaughan in her book *The Challenger Launch Decision*, tried to describe the behavior of the organization that allowed mechanical anomaly in the space shuttle to be treated as a normal risk, which condemned the crew to a disaster.[2] The second cognitive error is when people look at a successful outcome and tend to focus on results - more than the complex processes that led to them.

2. WHAT IS CRISIS MANAGEMENT?

Crisis management includes organization, preparation, action and allocation of resources to overcome the crisis. The term crisis means a deviation from the normal order of things.[3] Before a decision is made on the application of an appropriate model of crisis, so-called crisis management introducing, which not only assumes a change in the existing management or bringing new, but the establishment of such an environment in a company that requires a swift and concerted action at all levels of the company. Existing management changes often because of the role it has in untimely identifying of the occurrence and growth of the crisis, its own mistakes made out of ignorance or negligence. It is difficult to expect that the same management is able to give a solution out of the crisis.

Crisis management first identifies the situation and condition, analyze production, marketing and financial characteristics of the company, and then take measures for overcoming the crisis and turnaround strategy. It would be ideal for the company to prepare for all kinds of possible crises, which is infeasible in practice. Therefore, the first step in prevention activities is to determine what the potential factors that may affect the organization are. The aim is to identify possible factors that pose the biggest threat, and that should have priority in prevention efforts and plans. Manager’s role is crucial because it motivates, coordinates and monitors. He must be warned and aware of the various combinations of factors that can cause a crisis. It is necessary to constantly seek opportunities and the potential to reduce and eliminate the risk of these factors. Crisis management must be transformed into practical, meaningful and understandable programs.

[1] Tinsley H.Catherine, Dillon L. Robin, and Madsen M.Peter 2011., „How to Avoid Catastrophe“, *Harvard Business Review*, april 2011. , USA, Boston, *Harvard Business Review Press*

[2] Vaughan Diane 1996., *The Challenger Launch Decision: Risky Technology, Culture, and Deviance at NASA*, Chicago, University Of Chicago Press

[3] Radosavljević Života, Tomić Radovan 2006., *Menadžment u modernom biznisu*, Novi Sad, Privredna Akademija, 133 – 148

One way is to motivate others to engage in preventive activities and to assist in the coordination of available resources, namely:[4] 1. Implementation of laws, rules and regulations, 2. Structural measures (use of standard materials and products), 3. Cooperation with the media, inspections, possession of information (using the Internet, publications, seminars, etc.).
For managers it is useful to make a list of the ten worst things that could happen and to suggest what to do in these situations. It is necessary to assess how the crisis is likely and how much damage can cause. The answers to both of these questions can be ranked as follows[5]:
How likely is a crisis? 0 - not possible, basically there's no way that happens, 1 - almost impossible, 2 - unlikely, 3 - possible, 4 - more than possible (it is happening to competitors i.e. in similar companies), 5 - very possible (may be already happening in the company, warning signs are evident).
How much damage can it cause? 0 - no damage or serious consequences, 1 - little damage that can be easily fixed, sufficiently serious to attract media attention, 2 - some damage, small chance of media interest, 3 - significant damage but not the main topic of the media, 4 - significant damage that is the subject of the media, 5 - devastating damage on the front pages and headlines, it can destroy the organization.
Crisis prevention and preparation for the crisis is very delicate and ungrateful job. If done successfully, it is considered as a normal manager's job, but if the crisis happens with greater consequences for the organization and the environment, then managers are responsible. It is important to find a balance between achieving employee safety, economic growth and environmental protection.

3. WHY WE NEED A PLAN?

Chances for successful crisis management increase exponentially with the amount of preparation and planning.[6] The first step in crisis management is identifying possible crises that may occur. In order to identify possible situations we must first understand the definition of crisis. It is a current phenomenon - many times, it comes as a surprise (for example, when a roof fall resulting in death). Frequent crisis that workers facing are injuries, which in many cases can be prevented. While accidents are the greatest tragedy in the sphere of building construction, the crisis can also be natural disasters, environmental pollution, labor relations and disputes, and others. In the event of a crisis, usually there is not much time to respond carefully and rationally in a short period of time.
Organizational disasters, studies show, rarely have a reason why they occurred. In fact, they were activated by a series of small, often seemingly insignificant human errors, technical failure or poor business decisions. Minor errors arising from the same conditions but in the absence of adequate conditions, they produce only small failures and so go undetected.

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[4] Bernstein Jonathan 2011., *Manager's Guide to Crisis Management,* New York, McGraw – Hill Companies, Inc., 43-55

[5] Kešetović Želimir, 2008., *Krizni menadžment,* Beograd, Službeni glasnik

[6] Reid L. Janine 2000., *Crisis Management: Planning and Media Relations for the Design and Construction Industry,* USA, New York, Wiley John and Sons Inc

Hidden faults often exist long period of time before they are combined with the enabling conditions to produce a significant failure. Whether something like that will produce only a minor disaster or failure depends on luck, so it makes no sense to try to predict or control these conditions. Instead, companies should focus on identifying and fixing hidden defects before circumstances allow them to create a disaster.

Most crises can be avoided with a good safety program; a company can be successful by combining it with a strong crisis management plan. The plan can help to identify the logical steps to be taken in high-stress situations when making decisions quickly, and when you cannot think rationally.

In order to preserve the reputation of the company during the crisis, it is necessary to be wise in dealing with the media. Most people do not like publicity, and many lack the necessary skills in this area. In an environment where information goes in all directions at high speed, it should be in the mainstream media to present your company in the best light. The reason for this is that the communication in the first hours of the crisis is crucial and only those with a strategic plan can manage. It is necessary to learn how to deal with the media, before the crisis.

Creating a contingency plan is difficult and complex process, but the plan itself should not be complicated. It is necessary to make a plan simple enough that it can be read in the time of crisis. In addition, you should have a list that will cover all the basics for the first few hours of the crisis. Possession of the target plan can give managers confidence that they need in order to conduct the situation. It is important to carefully choose the crisis management team. This is not easy, because we can never test the reactions of people when something happens.

Reid L. Janine has identified 10 steps in effective crisis management:[7]

1. To organize a team and to share responsibility for specific areas,
2. Prepare a plan that will include a list of emergency contacts, details of the project, procedures for emergency, and advices to the spokesperson, the company's financial statement, biographies of key employees and the company's achievements,
3. Spokesperson must learn to abide the plan, and not to interfere with the media,
4. Supervisors must learn all areas of what to do in their sector, and how to behave as temporary representatives when the crisis ends,
5. Conduct a systematic crisis planning through audit to determine how the crisis will affect the company. Then to implement preventive security measures to reduce exposure to hazards,
6. Keep current materials. To renew crisis management plan quarterly to make information updated, and it should be renewed after each crisis,
7. To practice contingency plan,
8. Create a positive corporate image, as part of public relations,
9. Present crisis management to employees through educating them about its importance,
10. Set up a plan so that it is available in two locations, for example, at work and at home.

[7] Reid L. Janine 2000., Crisis Management: Planning and Media Relations for the Design and Construction Industry, USA, New York, Wiley John and Sons Inc

4. LEARNING FROM FAILURES - PROCTER & GAMBLE

Topic of failure is very important and it is a lot more than what is used in practice. Lafley A.G. CEO of Procter & Gamble, think we are learning more from failure than from success[8]. Its failures, Lafley considered a gift. If failures are not treated in this way, one cannot learn from failure, there will be no training - and will not be better for the company. The biggest lessons come after the worst losses.

Procter & Gamble have been studied their failures in detail. They singled out, highlighted the problems, and found schema in their failures. They found five fundamental roots of their problems: 1. absence of the winning strategy, 2. non-integration, 3. expectation of synergy, which is not materialized (not achieved), 4. Non-compatible cultures, 5. management that operate in isolation and that is uncreative.

As soon as they identified problems, they focused on what needs to change. What is the best way to organize itself for every phase of procurement? What processes should be established in a specific place? What provisional measures could say if we are on the right or wrong track? Failures are not opposites of success[9]. Failure can be a learning of what can be done better. The most important and most discerning learning often comes from failure, not from success. Learning must be institutionalized in order to survive. If it were otherwise, one is constantly making the same mistakes without learning from them. Management creates an institutional learning and creates institutional memory.

It is not enough to take responsibility for its failures. It is important to create a climate that failures turns into learning and leads to constant improvement. If manager does not do that, it is very difficult to create such a climate. It is critical to create a climate of openness and courage toward the change and continuous improvement.

5. ETHICS ABOVE ALL - THE CASES OF APPLE AND TOYOTA

It should be noted that the trust is one of the key conditions for successful business and entrepreneurial development and business climate at all levels and in all areas. The lack of moral beliefs in any segment causes, directly or indirectly, increased costs, loss of profits and reducing wages, reducing the competitiveness of enterprises and thus undermines the reputation in the business environment.[10] Corporate social responsibility is a commitment to improving the welfare of the community through discretionary business practices and contributions to the resources of the company[11]. Accordingly, the corporate social responsibility refers to the behavior of the organization toward society, and organization behavior towards society is based on the values that society stands out as dominant and important for its further development.

[8] Lafley G. Alan 2011., „I Think of My Failures as a Gift", *Harvard Business Review*, april 2011. , USA, Boston, *Harvard Business Review Press*

[9] Vučenović Vojislav, Radosavljević Života, Marković Aca 2011., Samo – organizacija, Beograd, FORKUP, 136-137

[10] Radojko Lojaničić, *Modern Business Ethics*, MK LEMiMA 2011, str. 231-237

[11] Kotler Filip, Li Nensi 2007., *Korporativna društvena odgovornost,* Beograd, Čigoja, 3.

Take for example Apple's experience during the launching of the iPhone 4 in June 2010[12]. Almost immediately, customers began to complain of errors regarding calls and weak signal. Apple was blaming the users for holding the phone in the wrong position covering the external antenna, advising them not to hold the phone for the lower left corner. When users were asked the company for this problem online, Steve Jobs – CEO of Apple has sent e-mails, describing call errors as irrelevant. Many people have realized the Apple's answer as arrogant and abusive, and expressed their dissatisfaction through social media. Several users filled lawsuits, including one for the concealment of fraud, negligence, intentional misunderstanding. The crisis reached a culmination in mid-July when the site "Consumer Reports" refused to recommend the iPhone 4 (previously was recommending all earlier versions). After some time, Apple has admitted a software error and offered customers a software updates.
Hidden errors that led to the crisis have long been present. As Jobs demonstrated during the press conference, all smartphones suffer signal drop when users touched the external antenna. This defect was present in earlier versions of the iPhone for years. The signal strength of the phone has also been known for a long time. Other hidden errors have occurred when the crisis reached its culmination. The fact that people suffer performance problems for years with no significant comments was not a sign of a successful strategy, but narrowly avoided disaster. When such small errors merged with enabling conditions, the crisis erupted. If Apple has admitted its mistake and fix technical problems the crisis would have been avoided.
In August 2009, Mark Saylor the police officer and three family members were killed in a car accident after the accelerator pedal stuck in their Lexus, while car was speeding over 120 miles per hour. The police receive a call from the car and record the horrific moments before the accident, and it was shown around the country in all media. Toyota, which makes Lexus, has received more than 2,000 complaints to the unexpected acceleration of the car. Saylor's tragedy forced the company to seriously investigate the problem. After that, Toyota has recall more than 6 million vehicles between 2009. and 2010., and temporarily stopped the production and the sale of eight vehicle models, recording a loss of $2 billion in North America only. Above all, their reputation was greatly undermined.
Complaints about the acceleration of the vehicle and speed control were frequent for all car manufacturers. In most cases, the driver's fault and not the vehicle caused the problems. However, when. Toyota unveiled the new design acceleration at the beginning of 2011; complaints have increased, while the other manufacturers have remained at the same level. Toyota could have avoided the crisis if only recognized thousands of complaints received by its customers, but it didn't.

6. RECOGNIZING THE CRISIS AND DISASTER PREVENTION

Research by Tinsley, Dillon and Madsen recommends 7 strategies that can help organizations to identify "small" failures and eliminate "small" errors hidden behind them. Many of these strategies have been developed in cooperation with NASA organization, which was at first

[12] Tinsley H.Catherine, Dillon L. Robin, and Madsen M.Peter 2011., „How to Avoid Catastrophe", *Harvard Business Review*, april 2011. , USA, Boston, *Harvard Business Review Press.*

skeptical about the recognition of the importance of such errors, but now develops programs to identify, prevent and learn from these errors:[13]

1. Great pressure. As the pressure is higher to achieve goals such as heavy schedules, price target or production, managers tend to eliminate the signals of disaster or misinterpreted them. When people make decisions under pressure, psychological studies show they tend to rely on methods of accelerating the ways to solve the problem. In work environments where with a high pressure by the environment, organizations should encourage, or even require employees to reconsider their decision during the period when all are under the pressure, and to ask whether such a decision would be made if they had more time and resources.
2. Learning from mistakes (deviation). Manager's answer regarding disagree on some aspects of the operations, is that it is considered an acceptable risk. Research shows that in such cases, the decision-makers understand the statistical risk that causes the deviation, but are less concerned about that.
3. Discover the origin of the problem. When managers identify deviations, their reaction is often to correct symptoms rather than causes. As Apple's response was to suggest customers to change the way they are holding the iPhone.
4. Demanding accountability. Even when people are aware of the mistakes, they tend to minimize their importance. One way to reduce this potentially dangerous effect is to ask the manager to justify its mistakes.
5. Worst case scenario consideration. People tend not to think about the negative effects, unless they have been told to do so. Apple's managers, for example, were aware of the existence of problems with the iPhone antenna, but probably did not think it would do so much damage. It they were thinking what the worst that could happen is, perhaps they would be able to avoid the crisis. Consideration of possible events helps people to distinguish a fine line between success and disaster, and often helps to correct the decision. For example, Walmart's managers understand this clearly. For many years prior to Hurricane Katrina, their office has carefully evaluated the effects of previous hurricanes, and based that they planned when the big impact will happen at the place where Wallmart has big presence. A few days before the hurricane, the company has expanded the emergency staff from 10 to more than 50 people, stored food, water and emergency supplies to local warehouses. Learning a lesson from previous, narrowly avoided disasters, Walmart provided an excellent response to a disaster.
6. Evaluate projects in each period. When things go wrong, managers usually open an investigation to ascertain the reasons, and to prevent new disasters. However, when things go well, a few of them is performing a recapitulation of the process of success, in order to learn from it. The goal, of course, is to discover errors that could lead to disaster.
7. Reward error reporting. Leading people in each organization should publicly commend staff that reports all errors, including their own.

[13] Tinsley H.Catherine, Dillon L. Robin, and Madsen M.Peter 2011., „How to Avoid Catastrophe", *Harvard Business Review*, april 2011. , USA, Boston, *Harvard Business Review Press.*

7. RESUME

Many people do not take notion to warnings by others. Although those are small warnings, they are important because they can lead to disastrous consequences. When people make decisions under pressure, tend to rely on methods of accelerating the ways to solve the problem. As the pressure is higher to achieve goals such as heavy schedules, price target or production, managers tend to eliminate the signals of disaster or misinterpreted them. Often they are aware of the problem from the beginning, and only at the beginning, they are concerned. Over time, as actions without incident repeats, they are starting with the classification of such errors as trivial problems, instead of being treated as errors that can lead to disaster.

Learning from failure as a learning method, is feasible if there is such climate within the company, and the support to launch the energy out of failure, and create a positive driving force that will contribute to the quality of future decisions. The mere possibility of applying learning from the failure of all companies is relative, because of different views on the business, where the profit, i.e. the loss of profits is the ultimate criterion of business decisions. This is possible only in companies where the failure is treated as a means and a tool to guarantee that future business decisions will be in line with the business objectives of the company.

The first step in crisis management is prevention (taking all measures so the crisis does not occur), and it is necessary to have a backup version of a certain problem solutions, so it is necessary to have an overview of the business system of possible emergencies. To what extent the operating system will have a negative effect, and whether for the managers a crisis will only be danger or threat or they will use it as an opportunity, depends on the way of crisis management and crisis communication.

Management activities in emergencies are to eliminate the negative effects of images regarding the business system, and the success of the operation can be based on a willingness to recognize the truth and to deal with it. Operating system should have the following action plans - a strategic plan in case of a crisis and the emergence of risk, the plan of action for the procedure in the event of a crisis, plan for the prevention and mitigation of the crisis, plan to take control in the event of crisis and recovery, the plan of business continuity ensuring that the business system will continue to operate during and after the crisis.

The successful crisis management is the one that contributes to reverse the crisis into success. In order to achieve this, it is necessary to form a crisis team, efficient enough, which is tasked to bring their operating system out of the crisis situation, should to accepts liability (if any) of business system regarding the public relations, and to plan and organize its activities to reduce the negative effects (decline in sales or profits, loss of reputation, etc.). It is particularly important that crisis team does not refuse to accept the responsibility of the business system, as often unconvincing and inaccurate information have a counter-effect. A very important role in the crisis have media, so it is necessary to build and improve relationships with the media, and in this sense it is recommended to form a media information center.

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FEATURES OF THE CONSTITUTION AND THE CONSTITUTIONAL ORDER OF BOSNIA AND HERZEGOVINA

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***Abstract**: The Constitution of Bosnia and Herzegovina enacted as part of the Dayton agreement confirmed the existence of the Republic of Srpska (established in 1992) and the Federation of Bosnia and Herzegovina (established in Washington, 1994.). The Constitution prescribes the organization of the state government, adding functions and relationships of the Presidency, the Council of Ministers, the Parliamentary Assembly, the Constitutional Court and other institutions. The Constitution gave to entities the state-building elements and entitled them to regulate human rights and issues of good governance using their entity constitutions. There are many ambiguities regarding this constitution, even illogical, but it is important that it was able to establish the state and its organs and brought peace, and everything else should be upgraded.*

***Keywords**: constitution, Bosnia and Herzegovina, Dayton, Republic of Srpska, the Federation of Bosnia and Herzegovina, parliament, Council of Ministers*

1. INTRODUCTION

People often while talking about Bosnia and Herzegovina use "od Kulina Bana do danasnjih dana" (from the Ban Kulin's time) neologism. Sometimes referred to as Bosnia and Herzegovina, but sometimes they are without their statehood, because it has never had its constitution until 1946, and even then as a part of the Federal Yugoslavia. When Yugoslavia broke up, Bosnia and Herzegovina also broke up to the Republic of Srpska (1992) and then the Federation of Bosnia and Herzegovina (1994). Washington Constitution from 1994 formed the Federation of Bosnia and Herzegovina, with a constitution offered with small changes that is in force even today. Republic of Srpska has its own constitution from 1993. The Dayton agreement provided Bosnia and Herzegovina with its own constitution, but with retention of the entity constitutions too.

2. THE CREATION AND THE NEED TO CREATE THE STATE OF BOSNIA AND HERZEGOVINA

The process of creating the constitutionality of Bosnia and Herzegovina statehood takes a very long time. The first mention of B&H was in the tenth century, and then in the twelfth century, in the time of King Tvrtko, referred to as the State but often it terms of the vassal relationship. From the fifteenth to the nineteenth century, Bosnia and Herzegovina was under the Turkish administration and since the Congress of Berlin; B&H was under Austro-Hungarian rule. From 1918 to 1941, was one of the Croatian bans. From 1945 to 1992 was a part of Yugoslavia and it is the highest achievement of statehood. ZAVNOBiH constitutes it as a national community of Serbs, Croats and Muslims. Today's period is lasting from 1991; when after the conflict and with the help of the international community, a state of Bosnia and Herzegovina was created.

The state is the perfect tool to protect its people, but it must be democratic, generally accepted in order to fulfill the expectations of those who created it, i.e. to be the protector of the nation. Only people that have a state or nation-building unit can have the confidence to create and preserve their identity and their individual and collective rights and freedoms.

People who have their own culture, language and traditions of the peoples of Bosnia and Herzegovina are rare in the world, which are unable to resolve their statehood status. It's hard to come up with the right solution for the B&H. Great Serbian writer and Nobel Prize winner Ivo Andric says, "At the place where Bosnia and Herzegovina appear, the logic stops."

In the last twenty years, there have been major changes with the creation of a new order. The epicenter of events was Southeast Europe, particularly the Balkans. There was a collapse of the socialist constitution. There have been busy creating new nation-states, regardless of whether they themselves exist. Some 30 new states have been formed.

Bosnia and Herzegovina and its state-building units were created in that euphoria. During the breakup of Yugoslavia, the European Community has offered its "good services". The Badinter Arbitration Commission was formed, calling on all former federal units of Yugoslavia to apply for autonomy. In the spring of 1992, the republics of former Yugoslavia (Slovenia, Croatia, Macedonia, Serbia and Montenegro) have become recognized by the countries of the European Union. Bosnia and Herzegovina was left aside because there was no agreement between three people; a compromise of political parties and parliament was not found.[1]

The situation in Bosnia is different from the state in other republics, because three nations live in B&H - Serbs (35%), Croats (17%) and Muslims (42%) who are equal and constitutive. The peoples have equal rights regardless of their number. At that time – in the pre-war B&H Parliament there was a outvoting – a supremacy of the Serbian people. After these and other events, the war against all took place; even Muslims against Muslims, the war lasted for three and a half years.

3. THE INTERNATIONAL COMMUNITY IN THE SEARCH FOR PEACE AND CONSTITUTION MAKING

The international community (European countries) led by the United States, knew that the recognition of B&H is the political act. No nation would accept such B&H or countries in the

[1] Kuzmanović, Rajko, *Ustavno pravo*, Fakultet poslovne ekonomije, Banja Luka, 2006, p. 295

region. Talks have been ongoing, and pointed to serious negotiations and plans: Cutilheiro's plan, London Conference, Vance - Owen plan, Owen - Stoltenberg plan, the Washington Agreement, the Contact Group plan, and others.
Sometimes the desire and sometimes the intention of the international community to create and preserve Bosnia and Herzegovina were transformed into ideas and plans of peace conferences.
In all negotiations, still one of the warring parties refused to accept some of the peace talks.
There are many similarities in all peace negotiations, and this one is the most common - a single B&H, government organizations, maps, percentages of territorial division, form of government, etc.
All plans and negotiations, despite the desire for a unified and indivisible B&H by the warring parties sought termination of the war, which was very difficult because of the fact that since there is B&H, it is a multinational, multiconfessional, and multicultural community.[2]
The big problem for the restoration of peace in B&H, gave the West because the legitimacy of the rump presidency of Bosnia and Herzegovina was admitted, rump Assembly, and it was necessary to respect the consensus of all three constituent nations.[3]
The final solution was reached in the fall of 1995 with the adoption of the Dayton peace agreement in the U.S. state of Ohio (Wright Patterson air force base). States participating in the negotiations are the U.S., UK, Germany, France, and now the Russian Federation with representatives of the United Nations and the European Union, as well as witnesses - guarantors - Serbia, Croatia and Montenegro, as well as the parties to the conflict - the delegation of Serbs, Croats and Bosniaks. About a thousand delegates and observers attended the gathering.
If not for the strong U.S. pressure, this agreement would not have been passed, just as previous plans. Agreement for Peace in Bosnia and Herzegovina has eleven annexes and was signed in Paris on 14 December 1995. Finally, with the Annex IV of this Agreement, Bosnia and Herzegovina received the Constitution and after 500 years, the full capacity of the state as a complex of two units of state-building was constituted.

4. BOSNIA AND HERZEGOVINA AND ITS DAYTON CONSTITUTION

The Constitution of B&H, Article I states that the new state of Bosnia and Herzegovina has been created, the instead of earlier Republic of B&H, now with three equal and constituent groups. As undue unitary - a unique country was dismissed, which was the problem of negotiating groups. The new state must be ethnic - civil and apply ethical and civic movements, it has to protect the collective rights of each nation and every citizen's personal rights. It turns out that it can only exist as a complex state with a mechanism of protection entities and the people at the polls. In this country, no one got everything they wanted, or had lost the elements of independence; further compromise is necessary, consensus, and equality of all three constituent nations. According to the Dayton constitution, it continues to exist within its internationally recognized borders.

2 Carević, Mićo, *Uzroci i posledice raspada Jugoslavije*, Pravni fakultet, Banja Luka, 2003, p. 428
3 Avramov, Smilja, *Postherojski rat zapada protiv Jugoslavije*, Idi, Veternik, 1997, p. 149

It was necessary to determine the free movement of goods, services, capital, people, and the existence of entity citizenship and citizenship of Bosnia and Herzegovina with the Constitution. The Constitution established human rights in thirteen points, but the European Convention on Human Rights was fully accepted.

The Constitution established the authorities of B&H as a state and the entities. Bosnia and Herzegovina is primarily responsible for the positive system of enumeration, exhaustive enumeration, and the entities are primarily responsible for the authorities according to the system of the general clause, i.e. they have all powers not given to governmental institutions.[4] Constitution of Bosnia and Herzegovina is *lex superior* and regulates all the essential elements, while its principles are:

- The principle of a democratic state, everyone is equal and there is no discrimination,
- The principle of legal actions,
- The principle of citizen sovereignty,
- The principle of universality of rights and freedoms,
- The principle of equality as an entity of the federal units

In addition to the principle of stateorganization, the Constitution regulated state organizing with the entities and the B&H institutions - Parliament, the Presidency, the Council of Ministers, the Constitutional Court, the Central Bank and others.

Deficiencies of unusual Constitution are:

- The fact it is a part of the Dayton Agreement, no such examples in the world. It is the act of the international law, made by the Anglo-Saxon law (and B&H is in Europe), it was written in the form of the essay, not by members. It is very short and has twelve articles, therefore it is the shortest constitution in the world (the U.S. Constitution has twenty-seven articles and amendments).
- There are many gaps, ambiguities, incompleteness, and others.
- The Constitution did not establish a form of government, has not said whether it is federation or confederation, and did not set a form of government.

5. INSTITUTIONS OF BOSNIA AND HERZEGOVINA

a) The highest representative body in Bosnia and Herzegovina is the Parliamentary Assembly of the bicameral system, made up of the House of Peoples and the House of Representatives. Such a structure corresponds to this type of state boards.

- The House of Peoples is specific because it is home to three ethnic groups. For the Republic of Srpska, the entity coincides with the people, but the Federation is comprised of two people, which means that the House of People expresses the equality of peoples. The House is composed of five Croats, five Serbs, and five Bosniaks. Two-thirds (ten) from the Federation elects the House of Peoples of the Federation, where Bosniaks delegates elect Bosniaks, and Croatian delegates elect Croatians. The National Assembly of the Republic of Srpska elects five Serbian delegates.

[4] Gligorić, Tihomir, *Zajedničke institucije Bosne i Hercegovine*, Narodna biblioteka, Doboj, 2002, p. 32-33

- The House of Representatives consists of 42 representatives, of that two-thirds (28) elected representatives is from the Federation and one-third (14) is from the Republic of Srpska. Representatives of the House of Representatives elect people directly in their entity. Quorum in this House makes a majority of two-thirds of the elected delegates (28).

Jurisdiction of the Parliamentary Assembly is:

- Passing laws,
- Deciding upon the sources and amounts of income for the functioning of the institutions of Bosnia and Herzegovina and its international obligations,
- Budget approval,
- Deciding on agreement ratification,
- Other issues

The Parliament accepted the principle that the majority (more than half) contains at least one third of the votes of the delegates – i.e. the representatives from the territory of each entity. If the majority does not contain one third of the votes of the delegates - representatives from each entity, then it will meet the President and the Vice President in the Commission who will try to secure approval within three days of voting.[5] If they fail to provide one-third of the delegates from each entity, the decision of the majority of members present and voting shall be accepted, providing that the dissenting votes do not include two-thirds or more than two-thirds of the delegates - representatives elected in a single entity.

In parliamentary assembly is allowed in certain cases, to highlight the protection of vital interests. If a majority of delegates - delegates from one of the three constituent nations declares that a decision of parliament is destructive to their vital interests, then the decision will be re-examined and it will be re-voted. For decision to be re-enacted in the voting, it is necessary that majority of the votes in the House is by Bosniaks, Croatian and Serbian delegates present and voting. If there is no majority, the Chairman of the House will assembly a committee to address the issue, and if it does not resolve the issue, it shall be submitted to the Constitutional Court to check the validity of procedural issues.

b) The Presidency of Bosnia and Herzegovina

The Presidency is the collective head of state; it was the only possible solution in a divided B&H. The Presidency is composed of three members (representatives of the three constituent nations) elected directly by citizens (one of two from the RS and two from the Federation). The members of the Presidency are elected for a term of four years, and they rotate every eight months.

The functions of the presidency:

- Conducting the foreign policy
- Appointing ambassadors and other international representatives of Bosnia and Herzegovina (evenly across the constituent nations)
- Presentation of B&H in international and European organizations and institutions,
- Negotiation of international agreements, cancellation and ratifying of such contracts with the consent of the Parliamentary Assembly,
- Executing the decisions of the Parliamentary Assembly,

[5] Golijan, Dragan, *Zakonodavna vlast Bosne i Hercegovine*, NUBL, Banja Luka, 2011, p. 80

- Proposing the annual budget to the Parliamentary Assembly with the recommendation of the Council of Ministers,
- Reporting to the Parliamentary Assembly on expenditures by the Presidency,
- If necessary, coordination with international and non-governmental organizations,
- Performing other responsibilities as assigned by the Parliamentary Assembly

c) The Council of Ministers
The executive authority next to Presidency makes the Council of Ministers. Presidency appoints the chairman, and he appointed ministers and deputy ministers. The ministers and their deputies shall take its positions after the approval of the House of Representatives, and the current Council of Ministers has nine ministers and chairman. The relationship of the ministerial positions is as in other organs (one third of the Republic of Srpska and two-thirds of the Federation). This body is responsible for implementing the policy of Bosnia and Herzegovina.

d) The Constitutional Court of Bosnia and Herzegovina
The Constitutional Court of Bosnia and Herzegovina was established as authoritative institutions in order to implement and evaluate the constitutionality and legality of regulations and other laws, and in particular to protect the Constitution. The court has nine judges, of whom two members elect the National Assembly of the Republic of Srpska, four by the House of Representatives of the Federation, and the other three members appoints the President of the European Court.

The Constitutional Court decides on disputes:
- Between the two entities,
- Between Bosnia and Herzegovina and an entity or both,
- Among the institutions of Bosnia and Herzegovina

The Constitution regulates from whom the requirements to file a case before the Constitutional Court can be made:
- Member of the Presidency,
- Chairman of the Council of Ministers,
- Chairman or his replacement of one of the Houses of the Parliamentary Assembly,
- By one quarter of one of the houses of the Parliamentary Assembly,
- By one quarter of one of the houses of the legislature of an entity

6. HIGH REPRESENTATIVE FOR BOSNIA AND HERZEGOVINA

Annex 10 of Dayton agreement that regulates the implementation of civil affairs establishes the institution of the High Representative. According to Annex 10 and by the way some performers of the institution of the High Representative behaved, it looks it has the power of the protector. It can be said that the Bosnia and Herzegovina is a complex state that is under the protectorate of the specific nation and which encompass (entities) that have more autonomy

than in the famous complex states[6]. The High Representative is not an institution but a body of an international character. The establishment of the High Representative to facilitate the parties' efforts to maintain peace and co-ordinate activities is listed in the Annex.
The Parties have agreed and predicted that the High Representative will:

- Monitor the implementation of the peace settlement,
- Coordinate the activities of the civilian organizations and agencies in Bosnia and Herzegovina
- Maintain close contacts with political parties,
- Facilitate overcoming of all difficulties,
- Participate in meetings of donors
- Periodically report to the United Nations and the European Union

Based on these tasks, there is no possibility that the High Representative comes into the position of any authority, and makes any decisions instead of them. The Peace Implementation Council and its Steering Committee were established after the Dayton Agreement[7]. At the Steering Committee meeting in Bonn held on 10 December 1997, to Carlos Westendorp (representative at that time) has been given authority to pass laws and take appropriate actions, which he did. The activities of the High Representative could be grouped into three groups:

- Passing legislation of constitutional and legal character,
- Passing legislation regarding outlawing,
- Adoption of acts of personal and organizational character

The High Representative is the usurper of democracy and human rights, but somewhat lenient.

7. RESUME

The Constitution of Bosnia and Herzegovina is an act of international law, not the law of democracy of Bosnia and Herzegovina. The Constitution was adopted in a foreign country without a democratic procedure. True, it was passed to establish a situation in a state that just came out of war in order to bring peace. Bosnia and Herzegovina is not a state of continuity; it is a different in form, government and the state organization and of everything, only territory with previous boundaries left.
Moreover, after almost twenty years of the existence of the institution of the High Representative, institutions hardly functioning, the election results are difficult to implement, the parliamentary majority change, ministers do not take responsibility, and the government of entities are falling. All this shows us that the Constitution is not adapted to the needs of the people, and that Bosnia and Herzegovina is not a state of continuity. The problem that should be solved if the B&H is to be a “normal” country lies in the attitudes of individuals inside the country, unsettled relations among politicians, but the personal interests of individuals and still-present hatred between the constituent peoples in B&H.[8]

[6] Fira, Aleksandar, *Enciklopedija Ustavnog prava*, tom 4, Ustavno pravo BiH, Novi Sad, 2002, p. 68
[7] Golijan, Dragan, *Politička predstavništva balkanskih zemalja*, Alegraf, Han Pijesak, 2004, p. 101
[8] Golijan Dragan, Soja Tijana: Bosnia and Herzegovina, foreign policy and foreign investments. *International Journal of Economics and Law*, Vol.1, No. 3, Novi Sad, December 2011, p. 52.

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COMPLEXITY OF THE COMPETITIVENESS OF TRANSPORT COMPANIES PROBLEM

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Abstract: *The development of transnational corporations and the internationalization of the new rules of business traffic are based on the principles of competition. Transportation is available under the liberalized regime of operation that insists on equal conditions for all transport companies participating in tenders. Changed business in the field of traffic caused the suppression of state ownership over property as a traditional transportation company, in favor of private or mixed ownership, that shifts the focus of public interest to the quality and efficiency of public function. As a basis for policy formation of transport companies, the relationship between the demand for transport services and effective supply of transport services are relevant, and then the relationship between traffic branch and the structure of supply and transport capacity relations in the economic situation and the conditions of competition in the transport market.*

Keywords: *transport company, competition, market demand, the state interest*

1. INTRODUCTION

Transport system realizes its main function to meet the social and economic needs of the movement (transport, transfer and transmission) of persons, goods or messages. In this way, the transport system provides a functional unity of areas and complementarity of traffic function. Transport system, which now includes all modern means of transportation, is the basis of production infrastructure and the leading sector. Transport consumes about 28% of energy used, 15% of the productive capital, taking part of the total employment and social income by 7%, which outperforms the key economic sectors, such as energy, agriculture and manufacturing. Traffic is a powerful assumption of the integration process, which is manifested through the openness of the economy, dependence on imports of productive resources, economic relations, and the increasing internationalization of economic, cultural and political cohesion. Transport companies are business-technology systems and organizational-economic units, which are of the public interest for the state. Their key characteristics are [3]:

- They are in the public sector (public enterprises, public services) in the state or public property;

- Their goal is to provide the market of products vital to a particular community;
- The subjects of the traffic transport companies operating are goods and services that are considered fundamental to meet individual and social needs. This activity is usually fully or partially state-owned, and rarely in private hands.
- Transport enterprises are of general interest to those who manage the state. This is reflected in the following:
- The state provides protection of the public interest with its measures,
- Means of transport infrastructure cannot be expropriated,
- State appoints and dismisses the top management of these companies and executives,
- State confirms their plans for development

Therefore, the national transport companies today are often exposed to market demands and conflicting national interests. It means that in addition to requests for operations in accordance with the market rules, the transport company has a social function, such as, for example, the determination of low-cost services that are consistent with the low purchasing power of the population.

2. CONCEPT OF TRANSPORT COMPANIES

Given the structure and behavior of the transport market, transport companies are classified as:
- Companies with strong structural connections,
- Companies with a flexible structure

In the literature as an example of the company with strong structural connections the Rail is cited, that is a major business system with the following characteristics:
- The great economic and social importance,
- Territorial integrity and unity of the technological process,
- Economic unity

Business in such an environment requires from transportation companies to become flexible and to coordinate their activities with the goals and changes that affect them. Transport market is dynamic and the changes happen all the time, both on the demand of transport services, and on the part of their supply. In the twenty-first century, which in the business brought unpredictability, acceleration of the intensity of changes, the emergence of the radical changes in the organization, the number of factors that affect the operations of transport companies is constantly increasing, thus causing increasing of the reaction of their managers. Accordingly, the management of modern transport companies should carefully analyze all the environmental factors that determine the level of supply and demand for transport. The ability of traffic managers is measuring by the company's ability to have information about the environment and to deal effectively with changes in the environment. The mid of transport company includes several internal and external factors that affect its business

3. MANAGEMENT OF TRANSPORT COMPANIES

During the twentieth century, there has been an acceleration of changes taking place in the area of transport companies, which is reflected in the increasing frequency of changes, and to increase the diffusion rate of change, which is the rate at which new products and services win market. The main factors to which managers should pay attention in the environment are [8]:

- Increasing competition,
- Ethics and social responsibility,
- Informational and technological changes,
- The importance of the nonprofit sector

When it comes to management, we especially emphasize the concept of management changes that actually represents the concept of management development that is taking some 100 years. A study of this concept began with the works of Arnold Van Gennep "The Rites of Passage", in 1907, Kurt Lewin, "Resolving Social Conflict & Field Theory in Social Science," in 1947, and William Bridges 'Transitions', in 1979, which analyzed the individual aspect changes. During the 1990s, a new approach to the concept of management changes develops in theory that is shifting from observing the effects of change on an individual level toward commercial applications of management changes at the organizational level. Authors Daryl Conner with its paper "Managing at the Speed of Change," Jeanenne LaMarsh with her paper "Changing the Way We Change" and John Kotter with his paper "Leading Change" set the management changes at the center of scientific and business community and developed the concept of management that today is the topic of a great number of authors. Peter Drucker points out that the quality of management depends on the level of efficiency and effectiveness it has. The concept of efficiency means doing the job the right way, i.e. to have better jobs in the organization, i.e. achieving maximum results with the least costs. The effectiveness of any organization, and so the transport one, involves selection of appropriate targets and external orientation of business. To be an effective manager means:

- To know how to use the time
- Orient the efforts and work towards achieving the goals,
- Be able to concentrate efforts on key areas
- To know how to make effective decisions

The following classification of top managers' characteristics is also present in the literature [1]:

- Ambition and ability to learn from the problems
- Great dedication to job and analytical skills in problem solving,
- Ability to work with people, employees, and
- A great inventivity

4. ENVIRONMENT OF TRANSPORT COMPANIES

In the environment of transportation companies there are many factors that directly or indirectly (suppliers, competitors, consumers) affect their business. In the middle of the general environment of transport companies, operate factors that indirectly determine its performance. These are [6]:

- Economic factors, mainly determined by the gross national product, inflation, productivity, employment rate, balance of payments, interest rates and consumption
- The social component of the general environment, which is to identify and describe the social changes - the level of education, religion, literacy rate, life-style, the geographical distribution

- The political component, which is manifested by analyzing and predicting the types of the management, government attitudes towards the industry, platforms of the political parties, and the lobbies of foreign factors. For the operation of transport companies, of the political factors the greatest significance has the transport policy. Transport policy as the part of the economic policy of the company is a synthesis of public interest in the field of transport and social activities in the field of development, even in countries with a strong market-oriented economy.
- The legislative component, which defines the rules and legal standards for all members of society, and
- Technological component, which includes new approaches to the production of goods and services, new technology, new equipment, and other

Given the importance of these environmental factors that determine the mode of operation, the biggest demand, which is placed in front of the management of modern transportation companies, is to apply the concept of management changes that will ensure compliance with changes in the business environment. Organizational changes are defined in the literature as any change in the organizational systems that provide a higher level of efficiency and effectiveness, including the standards and methods of measurement. The literature has pointed out [4] that the organizational change implies changes in:

- The arrangement of the organization (legal structure, ownership, financial resources
- The impact of international operations, diversification, mergers);
- The activities (length of line products and services, serving the market, customers and suppliers);
- Technology (equipment, tools, materials, energy, technological processes, computer hardware and software);
- The management structure (internal organization, decision-making procedures and controls, information systems);
- The organizational culture (values, traditions, informal relationships, influence, management style);
- People (management, administration, clerical staff, their competencies, attitudes, motivation, behavior and efficiency);
- The results of the organization (financial, economic, social) that show how the organization fulfills its mission and use new opportunities;
- The image of the business and social environment

5. RESUME

Competitive advantage of transportation companies depends not only on initiating changes but also of favorable conditions to implement those changes, which is under influence of the character of the environment and the availability of sources of information. Therefore, managers of transport companies need to ensure the business climate that supports:

- Economic activity,
- Innovation,
- Development of skills,
- Entrepreneurial inclinations

One of the most important factors that determine the operation of modern transportation companies is consumer behavior, from which is expected to meet the following requirements in the area of transport:

- Transportation speed,
- Flexibility of operations to meet customer needs,
- Road safety,
- Timeliness and accuracy

At the heart of the business of each company oriented to customer are the current and potential consumers. The business goal is to provide satisfaction to consumers in a way that will settle their current needs and desires, and to take into account the potential needs that arise on the market. The research of the needs of the users of transport services should be the beginning of the development of transport planning as it provides answers to the following questions:

- What kind of scope and structure of the traffic should be planned for a specific period of work?
- What is the quality of traffic products?
- What is the level of consumer satisfaction?

Consumer satisfaction is a key factor in the competitive advantage of modern companies. Achieving customer satisfaction comes from achieving the goals of quality management and business excellence of the company. All business processes should focus on increasing value for customers by delivering high levels of product quality. Active use of customer orientation creates a knowledge base, which ensures that the company is constantly learning about the perceptions and needs of current and future potential consumers and thus recognizes what the customer really needs. The main purpose of the business policy of transportation companies is meeting the needs of the transport of passengers and goods within the economy and society. Only if focus on that goal, the company can achieve its economic interest contained in the realization of better financial results reflected in income and profits, and thus satisfying its needs. These needs are synthesized in securing funds for the performance of simple and expanded reproduction, funds for wages of workers, funds to meet the common needs and, of course, to secure the net profit, after covering all costs and expenses. Bearing in mind this it appears that the goal of satisfying the needs of the economy and society, the transport company generates from the company's own economic interests, and it can be realized primarily with continuing research of the factors that determine the volume and structure of demand for services.

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ПРОБЛЕМЫ И ТЕНДЕНЦИИ РАЗВИТИЯ РОССИЙСКОГО СТАНКОСТРОЕНИЯ

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Аннотация: *Станкостроение, играет первостепенную роль в развитии отраслей машиностроения и металлообработки как база для оснащения этих отраслей промышленности средствами производства. Ускоренное развитие машиностроения требует модернизации российских машиностроительных предприятий и оснащение их современным технологическим оборудованием. Глобализация мировой экономики поставила российское станкостроение в условия жесткой конкуренции и на внешнем и на внутреннем рынках.*

Ключевые слова: *рынок станкостроения, модернизация, техническое перевооружение*

1 ВВЕДЕНИЕ

Главной задачей промышленной политики России на современном этапе является технологическая модернизация производства и повышение конкурентоспособности продукции за счет изменения качественного и количественного состава применяемых средств производства. Станкостроение, играет первостепенную роль в развитии отраслей машиностроения и металлообработки как база для оснащения этих отраслей промышленности средствами производства. Ускоренное развитие машиностроения требует модернизации российских машиностроительных организаций и оснащение их современным технологическим оборудованием. В целях национальной безопасности машиностроение России должно быть обеспечено отечественными станками наиболее наукоемких категорий — то есть относящимся к технологиям двойного назначения по международному списку. Станкостроение является одной из ключевых отраслей оборонно-промышленного комплекса. Коренные изменения в российской экономике самым серьезным образом затронули предприятия станкостроительной отрасли, сделав необходимостью в корне перестроить их организационно-экономическую деятельность. В тоже время глобализация мировой экономики напрямую косну-

лась российского станкостроения, поставив его в условия жесткой конкуренции и на внешнем и на внутреннем рынках.
Решение этой задачи связано с необходимостью обеспечить технологическое перевооружение и дальнейшее инновационное воспроизводство применяемых в стратегических отраслях машиностроения средств производства преимущественно за счет внутренних ресурсов. Иначе технологическая независимость стратегических отраслей, определяющих обороноспособность и безопасность страны будет утрачена.

2. АНАЛИЗ РЫНКА СТАНКОСТРОЕНИЯ РОССИИ

За последние 20 лет производство станкостроительной продукции на территории РФ сократилось более чем на 97%. Если в 1990 г. СССР занимал 3-е место в мире по производству, 2-е по потреблению механообрабатывающего оборудования, то в 2011 году РФ оказалась на 20-м месте по производству и на 10-м месте по потреблению. Парк механообрабатывающего оборудования, обеспечивающий российское машиностроительное производство, с 1990 года сократился на 1 млн. единиц и составляет сегодня около 1,5 млн. единиц оборудования. Средний возраст более половины парка превышает 20 лет, то есть скоро перейдет или уже перешел критическую отметку в 26 лет, которая соответствует стопроцентному физическому износу оборудования.
По данным последнего обзора мирового рынка МОО американской информационной компании «Gardner Publications, Inc» производство станков в России в 2011 году составило 263 млн. долл., при этом темпы роста российского станкостроения были на уровне 20 %. Незначительно, но выросла доля России в мировом станкостроении. По прогнозам BusinesStat, в 2013-2016 гг восстановление производства металлообрабатывающих станков в России продолжится. Производство будет расти в среднем на 10% в год и в конце периода составит 8,2 тыс. шт.
В потреблении станкостроительной продукции Россия замыкает первую десятку стран — потребителей мирового рынка станочного оборудования Рынок России является растущим и весьма привлекательным для всех производителей станочного оборудования. Динамика роста спроса на станкостроительную продукцию в России опережает изменения в развитии отрасли в целом, это связано с динамичным ростом отдельных отраслей российской экономики, и с потребностью коренного обновления парка станков. По данным Ассоциации «Станкоинструмент» износ основных фондов российской промышленности составляет от 50 до 74%.
Объем потребления станкостроительной продукции в России уже несколько лет подряд превосходит внутренний объем производства. Общий объем потребления станков в 2011 году находился на уровне 1320 млн. долл., и по сравнению с предыдущим годом увеличился на 13 %. При этом в общем объеме потребления станкостроительной продукции внутреннее производство покрывало только 20 % спроса.
После глубокого спада в 2009 — 2010 г.г. оборот внешней торговли России станками и кузнечно-прессовым оборудованием в 2011 увеличился на 31,6%, составив 1549,9 млн. долл. При этом экспорт вырос на 9,8% - и составил 64 млн. долл., а импорт — на 32,7%

- до 1485,9 млн. долл., что свидетельствует о резком подъеме потребления металлообрабатывающего оборудования (МОО). В 2013-2016гг ожидается рост стоимостного объема экспорта металлообрабатывающих станков как за счет увеличения цены экспорта, так и за счет роста натурального объема. Так, в 2016 гг стоимостный стоимостный объем экспорта металлообрабатывающих станков достигнет 140 млн. долл.

Таблица1: Внешняя торговля МОО России в 2007 — 2011г.г., млн. долл.

Показатель	2007 г.	2008 г.	2009 г.	2010 г.	2011 г.	Прирост в 2011 г. к 2010 г. в %
Оборот	1390,6	1956,6	1201,1	1177,4	1549,9	31,6
Экспорт	263,2	223,4	64,1	58,3	64	9,8
Импорт	1127,4	1733,2	1072,9	1119,1	1485,9	32,7
Дефицит	864,2	1509,8	944,7	1060,8	1421	34

В результате опережающего роста импорта в 2011 г. дефицит торгового баланса возрос на 34 %, достигнув самого высокого значения за последние три года в 1421 млн. долл.. Российский экспорт МОО с 2007 г. постоянно сокращался и достиг в 2010 г. наименьшего значения за последнее десятилетие, в 2011 г. наблюдался его незначительный рост. Исходя из объемов производства, импорта и экспорта, можно определить видимую емкость рынка МОО России, которая составила (Е = производство + импорт - экспорт) 1684,6 млн. долл., против 1279,8 млн. долл. в 2010 г.. Таким образом, потребление МОО в России увеличилось на 31,5% за счет резкого увеличения импорта при почти не изменившемся экспорте.
Экспортная квота (отношение экспорта к производству 64 / 263) в МОО России за последние два года резко уменьшилась до 24%. С другой стороны наблюдается рост импортной квоты (отношение импорта к потреблению 1485,9 / 1684,6), которая достигла максимальной за всю историю величины в 88,2%. Основными поставщиками станкостроительного оборудования в РФ являются такие страны как Германия (24,6%), Южная Корея (10,4%), Италия (10,3%), США (7,2%), Китай (4,8%). Российское станкостроение сдает позиции иностранным производителям, уступая в борьбе за лидерство на рынке.

3. ПЕРСПЕКТИВЫ ИННОВАЦИОННОГО РАЗВИТИЯ ОТЕЧЕСТВЕННОГО СТАНКОСТРОЕНИЯ

Для ликвидации отставания развития станкостроения, Правительством РФ принята федеральная целевая программа «Развитие отечественного станкостроения на период 2011-2016 г.», которая позволит сконцентрировать и направить капитальные вложения в научные разработки и в развитие производства конкурентоспособного механообрабатывающего оборудования и инструмента и повысить инвестиционную привлекательность станкостроения. Реализация программы предусматривает восполнение недостатка у российских производителей завершенных разработок конкурентоспособных образцов механообрабатывающего оборудования и инструмента в результате проектов научно-исследовательских и опытно-конструкторских работ.

Целью программы является достижение такого уровня развития отечественной станкостроительной и инструментальной промышленности в научно-техническом, производственном и инфраструктурном аспектах, при котором станкоинструментальная промышленность могла бы обеспечивать российское машиностроительное производство большинством необходимых видов механообрабатывающего оборудования и инструмента, превосходящих по своим техническим характеристикам и конкурентоспособности лучшие зарубежные аналоги.

Для реализации поставленной цели планируется создать не менее 30 новых видов многокоординатных высокопроизводительных металлорежущих станков с числовым программным управлением, относящихся к технологическому оборудованию двойного назначения. Инновационный процесс в станкостроении предусматривает разработку с последующим внедрением: базовых технологий машиностроения; информационных технологий; станков с параллельной структурой; мехатронных компонентов; новых материалов; мероприятий по энергосбережению; решение проблем экологии и техники безопасности. Как отмечают эксперты, современное станкостроение, в связи с возросшими требованиями потребителей, смещается от производства отдельных специализированных станков к многоцелевым, совмещающим максимально возможное число операций, к созданию гибких, программно-управляемых обрабатывающих центров с возможностью последующей автоматизации производства.

По прогнозам Минпромэнерго, для обеспечения устойчивого роста машиностроения до 2015 года для машиностроительных предприятий необходимо поставить около 700 тыс. единиц нового механообрабатывающего оборудования на сумму около 800 млрд. рублей. Главной задачей промышленной политики на современном этапе является технологическая модернизация производства и повышение конкурентоспособности продукции за счет изменения качественного и количественного состава применяемых средств производства. При инновационном развитии, объем необходимых инвестиций в станкостроение в период до 2015 года оценивается в 60 млрд. руб., в том числе не менее 20 млрд. руб. — в разработку новых видов продукции. В настоящее время обсуждается вопрос о создании Государственного инжинирингового центра, в деятельности которого должны быть выделены два стратегических направления: первое — технологическое, связанное с созданием наукоемкого технологического оборудования, относящегося к двойным технологиям; второе — организационно-экономическое, связанное с развитием станкоинструментальной промышленности и технологическим перевооружением машиностроения. Результатом реализации комплекса мер по развитию отрасли должно быть достижение к 2015 году поставленных целей: увеличение внутреннего рынка механообрабатывающего оборудования до 125-130 млрд. руб. в год; увеличение производства механообрабатывающего оборудования до 90 млрд. руб. и инструмента — до 30 млрд. руб. в 2015 году (в ценах 2011 года); достижение положительного внешнеэкономического баланса по механообрабатывающему оборудованию.

Существенные заделы для производства сложных видов станкостроительной продукции имеются на ряде отечественных заводов. К примеру, многооперационные обрабатывающие центры и гибкие производственные модули создаются и осваиваются на «Стерлитамакском станкозаводе - МТЕ» и «Савеловском машзаводе», заводах «Красный пролетарий», «РСЗ», «Седин», «ИЗТС». Современные внутришлифовальные автоматы и круглошлифовальные прецизионные станки производятся на Владимирском станкозаводе «Техника», зубообрабатывающие станки с ЧПУ - на Саратовском и Рязанском станкозаводах.
«Ивановский завод тяжелого станкостроения» - одно из крупнейших станкостроительных предприятий по производству высокотехнологичного и наукоемкого оборудования - выпускает и предлагает к продаже высокоточные горизонтально-расточные станки, обрабатывающие центры с грузоподъемностью стола до 25 тонн.

4. ВЫВОДЫ

Таким образом, технологическая безопасность страны является главным стимулом возрождения отечественного станкостроения. В случае комплектации заводов преимущественно импортным оборудованием, технологическая независимость стратегических отраслей, определяющих обороноспособность и безопасность страны будет утрачена. Дальнейшее развитие этих отраслей будет полностью зависеть от зарубежных поставщиков технологического оборудования.

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TRANSFORMATIONAL MANAGEMENT DEVELOPMENT PROGRAM IN ELEMENTARY AND SECONDARY SCHOOLS IN BOSNIA AND HERZEGOVINA

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Abstract: *Empirical research in primary and secondary schools in Tuzla Canton, Bosnia and Herzegovina confirmed the theoretical expectations that successful schools have high and very high levels of transformational leadership methods. Transformational management strongly supports building adaptable organizational culture of the school in environment full of changes that make vague and undefined tasks for their followers. The proposed strengthening program of transformation method is based on keeping the results of good practice in the training of educational managers. It is the synergistic product of many years of researching by several authors in the field of management education in particular, and the actual practice of keeping the operation of primary and secondary schools in Bosnia and Herzegovina.*

Keywords: *elementary and secondary schools, educational management, program development, transformational leadership, transformational changes*

1. INTRODUCTION

Transformational way of managing defines adaptable and flexible organizational culture towards the challenges of the environment (Burns, 2006), and it is a pledge for the survival of the organization in the future (Howard, 2004). Transformational way of managing contributes to transforming the old into the new values that are complementary in relation to radical challenges in the environment (Bass, 1990; Northouse, 2001). Adjusting to change is a precondition for the survival of any organization. Earlier studies of transformational managerial methods (Hasanovic, 2009; Isakovic, 2008) have confirmed its high impact on the introduction of changes in primary and secondary schools in Bosnia and Herzegovina. Studies have shown that the training of the secondary school principals in the field of management significantly contributed to the development of transformational managerial methods (Hasanovic, 2009), which is typically a feature of the principals of particularly successful schools. Training principal program and management teams in the field of application of the modern management concepts, and in particular, the transformational management will significantly contribute to the strategic adjustment of primary and secondary schools to changes in the environment.

2. THEORETICAL REVIEW

2.1. Education of the principals of elementary and secondary schools regarding the introduction of modern ways of managing in Bosnia and Herzegovina

In Bosnia and Herzegovina, until now there was not a decision on mandatory system and the comprehensive (formal) education of the principals of elementary and secondary schools in the field of educational management. Former education of school principals was organized mostly by international governmental and non-governmental organizations directly involved in the reform of the education system in Bosnia and Herzegovina.
Organized by the Soros Foundation – FOD BIh, in period 2001/2002 school year, a group of 20 principals of primary and secondary schools from the region of Tuzla Canton was trained. Trainers from the "Šola za ravnatelje" school from Ljubljana according to the national principal training program realized one-year training in the Republic of Slovenia. Curriculum of the "Šola za ravnatelje" school was adapted to the conditions in Bosnia and included training in the following modules (Hasanovic, 2009):

Introductory module - 20 contact hours
Theories of organization and management - 20 contact hours
Planning and decision-making - 20 contact hours
Director as a pedagogical leader - 20 contact hours
Working with people (HRM) - 20 contact hours
Legislative module - 20 contact hours
Optional content and end of the program - 24 hours

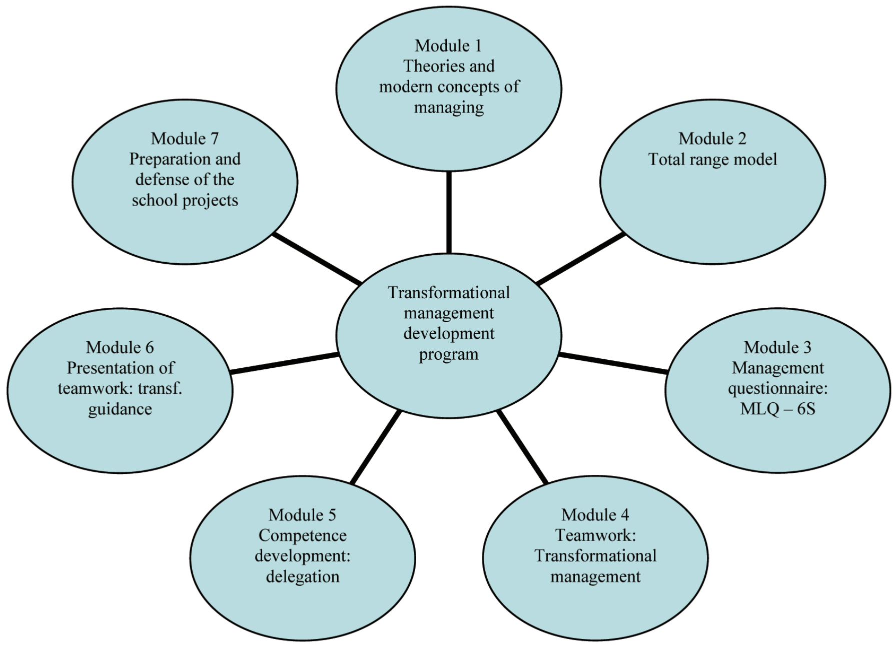
It should be noted that during the training mainly were represented interactive methods of learning, which is a special quality of formal training programs. The program ended by taking principal exam, and all participants received a diploma and diploma supplement. In total, training program lasted for 428 hours, and in addition to the contact hours (lectures, workshops, seminars, conferences) encompassed and self-involved theoretical and research work in the elaboration of specific problems of educational theory and practice of leadership in schools.
Experts in the field of management education - masters and specialists in management education, for education authorities and international governmental and non-governmental organizations, designed the custom curriculum for the training of primary and secondary school principals in Bosnia and Herzegovina.

2.2. Transformation method of managing primary and secondary schools strengthening program in Tuzla Canton and in Bosnia and Herzegovina

In the literature, one can find a variety of training for managers at all levels of management to promote transformational leadership methods. Avolio and Bass (1991, Bass, 1996) have done Management trainee program, which consists of 8 basic and 5 advanced training modules. Students who ended up training under this program were becoming certified trainers transformational ways of leading. Based on a competence training model for principals of secondary schools in Bosnia and Herzegovina (Hasanovic, 2009: 262) it is possible to program a special segment of the improvement and development of transformational leadership methods (Figure 1).

Figure 1: Program for improvement and development of transformational ways of managing schools 0

1).



Program for promotion and development of transformational ways of managing the school includes basic training modules, which could provide educate competent principals of primary and secondary schools, members of the management teams, and all the teachers (Table 1). Basis for programming improvement and development of transformational leadership would be a Competence model of training principals of primary and secondary school, management teams, teachers and others staff of secondary schools (Hasanovic, 2009: 258-262). Only based on the Plan of the training needs in every elementary and high school, through the development of optimal Competence model (based on the 6-3-5 method) of managing, we get a clear picture of the needs of schools (and other categories) for the promotion and development of transformation managing method in the school.

Table 1. Transformational managing method development program of the school: module contents

NO. OF MODULES	MODULE CONTENT	IMPLEMENTATION METHODOLOGY
Module 1	Theory of modern concepts of management in education, development leading competencies of associates, training for the introduction of changes	- Educational teaching materials, team work in workshops, processing questionnaires for modern management concepts, realizing of the competency models based on 6.3.5 method
Module 2	Detailed knowledge of the Model of the total range (Full-range management model)	- Educational didactic materials: transformational, transactional, and the liberal leadership, - Teamwork in workshops on the distinction of the leadership styles
Module 3	Introducing of participants with the MLQ 6S questionnaire	- Detailed introduction and practical use of MLQ 6S questionnaire or alternative MLQ 5S questionnaire - Teamwork in workshops on processing and presentation of research results
Module 4	Teamwork on the distinction of transformational and transactional managing school	- Work of school teams (management team or development team) on management diagnosing according to the model of total range - Discussion of results on a participant's conference panel
Module 5	The development of techniques to d elegate in the function of individual development of competence leading associates	- Educative teaching materials and examples of good practice, - Work in workshops on the development of techniques to solve the problems of specific leadership practice
Module 6	- Teamwork on the presentation of distinction of transformational and transactional management in schools	- Presentation of teamwork at the schools regarding the distinction of transformational and transactional managing in schools - Making important decisions and conclusions for creating transformational management development program (Conference)
Module 7	Making and defense of transformational management development project	- Presentation of school development projects of transformational ways of managing at the final conference, - Discussion of research results and short written evaluation of the training participants, - Distribution of certificates to successful participants

Source: According to Bass, 1996; Hasanovic, 2009; Hasanovic, Sinanovic, 2010; Jahic, 2012

4. RESUME

Program for promotion and development of transformational managing the school can be realized within the framework of the general program of professional training and professional development for all school employees. Program promotion and development of transformational management in primary and secondary schools can be part of a special project of education of transformation leaders in education, which would be implemented under the responsibility of educational authorities (Schools for principals, introductory course in the management theory, etc.). The most important part of training is a reflection of the application of the good educational practice. Depending on the level of representation of transformational management methods (MLQ 6S questionnaire) in each particular school, the essential conditions for the adjustment of primary and secondary schools to changes in the environment create. The program for transformational development method of managing is only a tool in the hands of successful principals, management teams, and all employees in the process of strategic adjustment of primary and secondary schools to changes in the environment.

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СУЩНОСТНЫЕ ХАРАКТЕРИСТИКИ КОНЦЕПЦИИ ОРГАНИЗАЦИОННОГО РАЗВИТИЯ: МИРОВОЙ И ОТЕЧЕСТВЕННЫЙ ПОДХОДЫ

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Резюме: *статья посвящена проблемам применения концепции организационного развития в системе образования, научной сфере и бизнес секторе Украины, России и США.*

Ключевые слова: *организационное развитие, организационное поведение, управление персоналом*

1. ВСТУПЛЕНИЕ

Условия функционирования современных хозяйствующих субъектов характеризуются высокой степенью неопределенности и динамичности, что обусловливает необходимость поиска новых методологических подходов к обеспечению успешного долгосрочного устойчивого развития предприятия. При этом, согласно актуальных экономических исследований, результаты которых активно обсуждаются международным сообществом (Всемирная конференция ООН по окружающей среде и развитию в Рио-де-Жанейро (1992г.), в Лиссабоне, Стокгольме, Всемирный экологический саммит в Йоханнесбурге (2002г.), конференция Рио-2012) [2] все большего значения приобретают вопросы корпоративной ответственности, стратегического управления, взаимодействия с ключевыми группами стейкхолдеров.

Рассматривая предприятие как социально-экономическую организацию, следует отметить, что профиль развития предприятия кроме технико-технологических, экономических и других изменений также включает организационные изменения. Так, кумуляция данных трансформаций и как результат переход организационной системы в новое качественное состояние представляет собой организационное развитие (ОР) предприятия, изучение которого стает все более актуальным в современных условиях плюрализма организационных форм предприятий и их интеграционных структур, повышение роли человеческого фактора в управлении бизнесом.

2. ОСНОВНАЯ ЧАСТЬ

В конце 50-х годов XX века в предпринимательской среде США возникла потребность в новых управленческих механизмах, которые учитывали сложившиеся условия и способны были бы повысить эффективность работы компаний без значительных дополнительных затрат [10]. Одним из них стал управленческий подход, основанный на концепции ОР. В этом случае ОР выступает интегрированным подходом, организационной стратегией, основанной на идеях групповой динамики. При этом эффективность деятельности предприятия рассматривается сквозь призму эффективности деятельности людей, их групп, межгруппового взаимодействия.

Однако, с точки зрения теории управления организацией данное понятие является до сих пор предметом серьезных разногласий. Так, анализ определения ОР в работах отечественных представителей теории менеджмента (Хмель Ф., Бай С., Ефанов В., Кузьмин О., Лаврененко В., Коршунова Е, Панина Е.) [3, 4, 5, 11] (табл. 1) акцентируют внимание больше на формально - структурных элементах организации: совершенствовании системы управления, организационной структуры управления, регламентации функций подразделений в условиях адаптации предприятия к внешним изменениям. Авторы (К. Левин, Д. МакГрегор, Р. Бекхард, Д. Браун) [10] и последователи концепции ОР в США понимают данный вид развития как комплекс мероприятий в области структурных и динамических преобразований системы управления организацией, изменения параметров организационной культуры, квалификации и содержания деятельности персонала, методов и приемов работы руководителей и исполнителей, используемые для оказания помощи людям и организациям стать более эффективными.

Сочетая указанные подходы можно предположить, что ОР представляет собой плановый, управляемый и систематический процесс количественных и качественных преобразований в области культуры, системы и деятельности организации.

Таблица 1: Составляющие элементы определения ОР в подходах отечественных и зарубежных ученых

Элементы определения ОР учеными Украины и России [3, 4, 5, 11]	Элементы определения ОР учеными США [10]
Системная деятельность, которая охватывает все предприятие; долгосрочная, непрерывная, эволюционная работа в организации	Изменения, прогрессивные преобразования в организации; процесс формирования, накопления и использования стратегических способностей, получения новых качеств и компетенций
Запланированные вмешательства в организационные процессы	Запланированные вмешательства в организационные процессы
Обеспечение адаптации организации к внешним изменениям	Базируется на достижениях науки о поведении персонала
Совершенствование организационной структуры управления и оптимизация численности персонала	Повышение уровня знаний, навыков и опыта в межличностном и межгрупповом взаимодействии

Обучение и развитие персонала	Обучение и развитие персонала
Совершенствование процессов решения проблем и обновления	Изменение организационной культуры
Повышения эффективности деятельности, гибкости предприятия в целом	Совершенствование системы, процессов управления; регламентация функций подразделений

Можно также предположить, что причинами такого рода расхождений в подходах к формулированию дефиниций ОР являются с одной стороны проблемы перевода и отождествление ОР с «развитием организации», с другой – разные приоритеты исследования предмета ОР впоследствии диффузии знаний из научной системы США. Так, в результате идеологических противоречий относительно системы производственных отношений, роли человека в организации и других принципиальных вопросов, а также соответствующих отличий научно-практических разработок в социалистических и капиталистических странах, в СССР не существовало понятия, которое бы соответствовало ОР. Только с обретением независимости, после периода сложных экономических трансформаций и кризисов в странах СНГ через научную среду, которая стремительно овладевала новыми бизнес концепциями, консалтинговые компании, материнские подразделения международных корпораций начали распространяться идеи ОР.
Однако, несмотря на сравнительную простоту данного определения, не наблюдается всеобщего согласия относительно того, что следует включать в конкретный набор мер и с каких позиций следует оценивать эффективность организаций. Данная тенденция прослеживается не только в научных подходах, но и во всей инфраструктурной модели ОР (рис. 1.).

Рисунок 1: Сферы распространения идей ОР

Соответствующие результаты, подтверждающие разные подходы к пониманию практики ОР, были получены также после детального анализа требований работодателей к соискателям на позиции «специалист» и «директор» в области ОР на рынке труда Украины, России и США (табл. 2.).

Таблица 2: Профиль специалиста по ОР в Украине, России и США [6, 7]

Функциональные обязанности специалиста по ОР в Украине и России	Функциональные обязанности специалиста по ОР в США
Разработка и совершенствование организационной структуры управления (оценка предложений от подразделений), оптимизация распределения функций между подразделениями, выявления новых функций	Мониторинг выполнения планов деятельности подразделений, групп, индивидуумов
Оптимизация численности персонала, штатного расписания, фонда оплаты труда; контроль за фактической численностью персонала	Оценка эффективности работы персонала, достижения целей, развития, определение потребности в обучении
Разработка системы нормативных и регламентирующих документов по управлению персоналом, взаимодействию структурных подразделений; поддержка информационной базы	Взаимодействие с рабочими группами в сфере ОР и прогрессивных форм обучения, повышения эффективности группы
Разработка принципов, проведение и оценка результатов HR аудитов (организационный, социальный): загруженность, текучесть кадров	Организация и фасилитация тренингов технических (специальных) знаний, менеджмента, лидерства и тимбилдинга
Консультирование руководителей по вопросам управления персоналом; организационная, информационная поддержка руководителей	Развитие, совершенствование и оценка учебных программ тренингов соответствии с бизнес-целями
Управление процессом организационных изменений, их сопровождение	Создание и продвижение культуры обучения и развития на индивидуальном, групповом и уровне организации

Таким образом, в условиях деятельности предприятий специалисты в области ОР в Украине и России занимаются вопросами организационного проектирования, оптимизации бизнес-процессов и организационной структуры, внутренних нормативных документов и других формальных элементов организации. В США соответствующие специалисты заняты повышением эффективности деятельности людей и их взаимодействия в группах, управлением карьерой персонала, их развития и обучения. При

этом работодатели стран СНГ в требованиях к кандидатам на должность указывают общее экономическое образование, а США – специализированное в области HR, социологии или непосредственно ОР.
В итоге, соответствующие различия (акцент на структурном/ поведенческом аспектах) также прослеживаются при анализе учебных планов и научно-методичных материалов по дисциплине «ОР» в высших учебных заведениях Украины и США (табл. 3.).

Таблица 3: Элементы учебных планов по дисциплине «ОР» в ВУЗах Украины и США [1, 4, 8, 9]

Структура учебных планов ВУЗов Украины (КНЭУ, СУМГУ, ХНАДУ, НУБИП)	Структура учебных планов ВУЗов США (Pepperdine, Benedictine, Colorado Technical, Saint Joseph's University)
Новые организационные типы предприятий	Лидерство и построение команд
Реинжиниринг хозяйственного развития предприятий	Организационные изменения, культура и обучение
Реструктуризация предприятий	Коучинг и навыки наставничества
Интеграционные структуры предприятий	Психологические измерения
Способы организационной трансформации в зависимости от состояния параметров компании	Основы консультирования и фасилитации
Управление персоналом в организационной системе компании	Изучение поведения персонала
Общий менеджмент	Управление карьерой

3. ВЫВОДЫ

В результате исследования научных работ, системы образования и реального сектора экономики в сфере ОР в Украине, России и США были определены принципиальные расхождения в подходах к пониманию сущностных характеристик концепции ОР. Так, в США под ОР понимаются инициативы направленные на повышение эффективности деятельности элементов организации на индивидуальном, групповом и межгрупповом уровне, преимущественно конкретизируясь одной из функций HR подразделения и базируясь на поведенческих подходах. В Украине и России ОР существует в следующих трех формах:

- ОР как развитие формальных элементов организации;
- ОР как реинжиниринг или реструктуризация предприятия;
- ОР как всеобъемлющая концепция развития формальных и неформальных элементов, охватывающая структурный и кадровый аспект.

Таким образом, последующее исследование концепции ОР требует определения причин идентифицированных расхождений и поиск вариантов интеграции существующих глобальных подходов.

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TITLE OF THE PAPER
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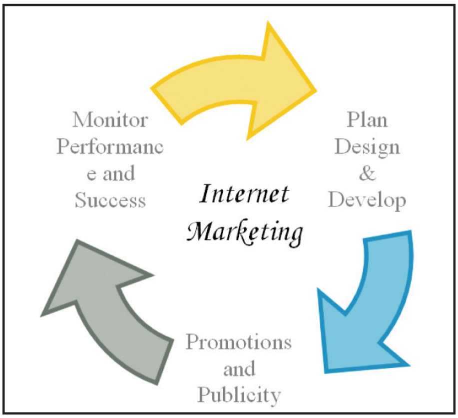

Figure 1: Figure caption

2.4. Equations

Equations are left justified 5 mm from left with equation number at the right margin in font TNR 10 pt Italic.

$$R_a = 0{,}65 \cdot R_{max}^{0{,}9} \qquad \textbf{(1)}$$

3. CONCLUSION

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[1] Dašić, P.; Natsis, A. & Petropoulos, G.: Models of reliability for cutting tools: Examples in manufacturing and agricultural engineering. *Strojniški vestnik – Journal of Mechanical Engineering*, Vol. 54 (2008), No. 2, pp. 122-130. ISSN 0039–2480.
[2] Radosavljević, Ž. & Tomić, R.: *Menadžment u modernom biznisu.* Novi Sad: Privredna akademija, 2006. pp. 445. ISBN 86-84613-47-3.

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