

3rd INTERNATIONAL CONFERENCE



PROCEEDINGS



ALFA University

FORKUP

Faculty for education of the executives



ALFA University, Belgrade, Serbia
Faculty for Education of the Executives
Novi Sad, Serbia

3rd International Conference
“LAW, ECONOMY AND
MANAGEMENT IN MODERN
AMBIANCE”

**LEMIMA
2013**

**PROCEEDINGS
Volume 2**

Editor:
Života Radosavljević

Belgrade, Serbia
18 - 20 April 2013



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

Publishers:

ALFA University, Faculty for Education of the
Executives, Novi Sad, Serbia

For publisher:

Prof. dr Života Radosavljević, Dean, Faculty for
Education of the Executives, Novi Sad, Serbia

Reviewers:

Academic Prof. dr Vojislav Vučenić, Faculty of
Economics, University of Belgrade, Belgrade, Serbia

Профессор Василий И. Герасимчук, Национальный
технический университет Украины «Киевский
политехнический институт», г. Киев, Украина

Emeritus, prof. dr Svetolik Kostadinović, ALFA
University, Belgrade, Faculty for Education of the
Executives, Novi Sad, Serbia

Prof. dr Vidoje Vujić, University of Rijeka, Faculty of
Tourism and Hospitality Management, Opatija, Croatia

Prof. dr Karl Schopf, Akademie für Wissenschaftliche
Forschung und Studium, Wien, Austria

Emeritus, prof. dr Kostadin Pušara, ALFA University,
Belgrade, Faculty for Education of the Executives, Novi
Sad, Serbia

Профессор Сергей В. Куприянов, д. э. н.,
Белгородский государственный технологический
университет им. В.Г. Шухова, Белгород, Россия

Prof. dr Alexios Panagopoulos, National College, Patris,
Greece

Prof. dr John Ewing Hughson, University of Central
Lancashire, UK

Профессор Юрий А. Дорошенко, Белгородский
государственный технологический университет им.
В.Г. Шухова, г. Белгород, РФ

Admitted from:

Education Council of Faculty for Education of the
Executives, Novi Sad

Technical editor:

Miodrag Mandić

Design:

Ivan Avdagić

Circulation:

200

Printed by:

Centar za edukaciju rukovodećih kadrova i konsalting
(CERK) Beograd



ORGANIZERS

Faculty for Education of the Executives, Novi Sad, Serbia

**Faculty for Strategic and Operational Management,
Belgrade, Serbia**

ORGANIZING COMMITTEE

1. Prof. dr **Milan Radosavljević**, Faculty for Strategic and Operational Management, Belgrade, Alfa University, Belgrade (Serbia), Vice- chairman
2. Prof. dr **Draško Bosanac**, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia)
3. Prof. dr **Dragan Golijan**, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia)
4. Prof. dr **Maja Anđelković**, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia)
5. Prof. dr **Branko Tešanović**, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia)
6. Prof. dr **Mehmed Avdagić**, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia)
7. Prof. dr **Rade Mihajlović**, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia)
8. Doc. dr **Aleksandra Pušara**, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia)
9. Doc. dr **Dušan Vasić**, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia)
10. mr **Vladana Lilić**, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia)
11. spec **Marina Kostić**, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia)



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

SCIENTIFIC COMMITTEE

1. Prof. dr **Života Radosavljević**, Dean, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia), Chairman
2. Prof. dr **Vojislav Vučenović**, Academician, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia), Vice-chairman
3. Prof. dr **Aleksandr Korablev**, Faculty for economy and management, Saint Petersburg State Forest Technical University, Saint Petersburg (Russian Federation)
4. Prof. dr **Nada Barac**, Faculty of Economics, University of Niš, Niš (Serbia)
5. Prof. dr **Leonid Borisenko**, Technical University of Mogilev, Mogilev (Belarus)
6. Prof. dr **Mikhail V. Burmistr**, Academician, Rector, Ukrainian State Chemical Technology University of Dniepropetrovsk, Dniepropetrovsk (Ukraine)
7. Prof. dr **Alexander I. Burya**, Academician, Dniepropetrovsk State Agrarian University, Dniepropetrovsk (Ukraine)
8. Prof. dr **Vidoje Vujić**, University of Rijeka, Faculty for tourist and hotel management, Opatija (Croatia)
9. Prof. dr **Svetlana Terescenko**, Faculty for economy and management, Saint Petersburg State Forest Technical University, Saint Petersburg (Russian Federation)
10. Prof. dr **Alexios Panagopoulos**, National College Patris, Patris (Greece)
11. Prof. dr **Vasily Ignatevich Gerasimchuk**, Faculty of Economics, NTUU «KPI», Kyiv (Ukraine)
12. Prof. dr **Raycho Ilarionov**, vice-rector, Technical University of Gabrovo (Bulgaria)
13. Prof. dr **Svetolik Kostadinović**, Faculty for Education of the Executives, (Novi Sad), Alfa University, Belgrade (Serbia)
14. Prof. dr **Valentin Nedeff**, Rector, University of Bacău, Bacău (Romania)
15. Prof. dr **Anuta Georgieva Nikolova**, Dean, Faculty of Economics, Technical University of Gabrovo, Gabrovo (Bulgaria)
16. Prof. dr **Eubica Palatinusová**, Faculty of Informatics and Information Technologies, Slovak University of Technology in Bratislava, Bratislava (Slovakia)
17. Prof. dr **Nam Kyu Park**, Tongmyong University, Busan (Korea)
18. Prof. dr **Georgios Petropoulos**, Faculty of Mechanical & Industrial Engineering, University of Thessaly, Volos (Greece)
19. Prof. dr **Narcisa Popescu**, University Politehnica, Bucharest (Romania)
20. Prof. dr **Sergiy Pryimenko**, Dean, Economics and Arts Faculty, Donbass State Machinery Academy, Kramatorsk (Ukraine)

3rd International Conference
"Law, Economy and Management in Modern Ambiance"

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia



21. Prof. dr **Milorad Rašković**, dean, Maritime Faculty, University of Montenegro, Kotor (Montenegro)
 22. Prof. dr **Alexando Ruggiero**, Faculty of Mechanical Engineering, University of Salerno, Fisciano (Italy)
 23. Prof. dr **Dong-Keun Ryoo**, College of International Studies, Korea Maritime University, Busan (Korea)
 24. Prof. dr **Igor Sazonov**, Rector, Technical University of Mogilev, Mogilev (Belarus)
 25. Prof. dr **Adolfo Senatore**, Faculty of Mechanical Engineering, University of Salerno, Fisciano (Italy)
 26. Prof. dr **Mirko Soković**, Faculty of Mechanical Engineering, University of Ljubljana, Ljubljana (Slovenia)
 27. Prof. dr **Mirela Toth-Tascau**, Faculty of Mechanical Engineering, Politehnica University of Timișoara, Timișoara (Romania)
 28. Prof. **Ovidiu-Leonard Turcu**, Dean, Faculty of Economics, Bacau University, Bacau (Romania)
 29. Prof. dr **Nikolaos Vaxevanidis**, Institute of Pedagogical & Technological Education N. Heraklion Attikis (Greece)
 30. Prof. dr **Milan Vukčević**, Faculty of Mechanical Engineering, University of Podgorica, Podgorica (Montenegro)
 31. Prof. dr **Sergey Kupriyanov**, Belgorod State Technological University named after V.G. Shukhov, Belgorod (Russia)
 32. Doc. dr **Evgeniya Nikiforova**, Belgorod State Technological University named after V.G. Shukhov, Belgorod (Russia)
 33. Doc. dr **Irina Somina**, Belgorod State Technological University named after V.G. Shukhov, Belgorod (Russia)
 34. Doc. dr **Elena Stryabkova**, Belgorod State Technological University named after V.G. Shukhov, Belgorod (Russia)
 35. Prof. dr **Zoran Vukčević**, Podgorica (Montenegro)
 36. Prof. dr **Radivoje Zečević**, Rector, Alfa University, Belgrade (Serbia)
 37. Prof. dr **Valeriy Chesnokov**, Faculty for Economy, St Petersburg State University of Service and Economics, Syktyvkar branch, Komi Republic (Russian Federation)
 38. Prof. dr **Karl Schopf**, Faculty of Security and Diplomacy, Vienna (Austria)
 39. Prof. dr **Kostadin Pušara**, Emeritus, Alfa University, Belgrade (Serbia)
 40. Prof. dr **Primož Dolenc**, Faculty of Management, Koper (Slovenia)
 41. Prof. dr **Viacheslav Soloviov**, National Academy of Sciences of Ukraine, Kyiv (Ukraine)
 42. Prof. dr **Valery Prokoshin**, Belarusian Republican Foundation for fundamental Research Minsk (Belarus)
-
-



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

43. Doc. dr **Roman Zaec**, Dobrov Center for Scientific and Technological Potential and History studies at the National Academy of Sciences of Ukraine, Kyiv (Ukraine)
 44. Prof. dr **Nikolai Polyansky**, Saint Petersburg Agrarian University, Sankt Petersburg (Russian Federation)
 45. Prof. dr **Aleksandr Aleksseev**, Saint/Petersburg State Forest Technical Academy, Saint Petersburg (Russian Federation)
 46. Prof. dr **Volodymyr Denysyuk**, Dobrov Center for Scientific and Technological Potential and History studies at the National Academy of Sciences of Ukraine, Kyiv (Ukraine)
 47. Prof. dr **Sead Dizdarević**, Bosnian and Herzegovina Farliament of the Federation of Bosnia and Hrzegovina, Sarajevo (Bosnia and Hrzegovina)
 48. Prof. dr **Natalia Speranskaya**, Faculty for economy and management, Saint Petersburg State Forest Technical University, Saint Petersburg (Russian Federation)
 49. Prof. dr **Herbert Strunz**, University of Viena (Austria)
 50. Prof. dr **Anatoliy Kolot**, Prorector, Kyiv National Economic Universuty, Kyiv (Ukraine)
 51. Prof. dr **Friedbert Bombasch**, Facultat Ressource Management, University of Applied Sciences and Arts, Grottingen (Germany)
 52. Prof. dr **Yuri Doroshenko**, Dean Belgorod State Technological University, named after V.G. Shukov, Belgorod (Rusia)
 53. Prof. dr **Ludmila Dobanova**, President of Members Board, National Academy of Sciences, Kyiv (Ukraine)
 54. Prof. dr **Natalia Vudenko**, Kyiv State Economic University, Kiyev (Ukraine)
 55. Prof. dr **Rok Strašek**, Faculty of Management, Koper (Slovenia)
 56. Prof. dr **Matjaž Novak**, Faculty of Management, Koper (Slovenia)
 57. Doc. dr **Tatyana Sobolieva**, State Higher Education Establishment Vadiym Getman Kyiv National Economic University, Kyiv (Ukraine)
 58. Prof. dr **Vladimir Parkhomenko**, Rector, Institut of Intellectual Property and Law, Kiyv (Ukraine)
 59. Prof. dr **Milan Milošević**, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia)
 60. Prof. dr **Dragana Đuric**, Faculty for Education of the Executives, Novi Sad, Alfa University, Belgrade (Serbia)
-
-

3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMIMA 2013

18 - 20. April 2013. Belgrade, Serbia



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



**3rd International Conference
"Law, Economy and Management in Modern Ambiance"**

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

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

Belgrade, Serbia

CHAIRMAN OF SCIENTIFIC COMMITTEE

Prof. dr Života Radosavljević

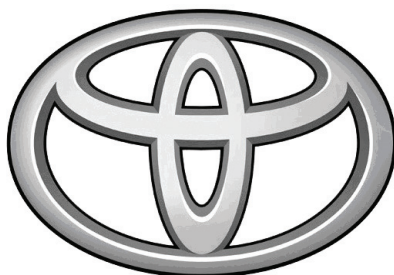


SPONSORSHIP ORGANIZATION

MINISTRY OF EDUCATION AND SCIENCE
REPUBLIC SERBIA



TOYOTA



TOYOTA



Contents – Vol. 2.

PAPERS

- 475 *Jakovljevic G., Nikolic Z., Nikolic M.*
**FUNCTIONAL MODELLING OF FOOTBALL CLUB INFORMATION SYSTEM
AS SUPPORT TO THE CLUB MANAGEMENT**
- 483 *Jankovic P.*
**PROVIDING HIGH-TECHNOLOGY EXPERTS FOR THE PROJECT
IMPLEMENTATION**
- 491 *Jelenkovic M., Popovic P., Lojanicic R.*
**DEVELOPMENT OF COMPETENCIES FOR SUSTAINABLE KNOWLEDGE
BASED DEVELOPMENT**
- 497 *Jović B. A., Jović G.*
TRENDS IN HUMAN RESOURCE MANAGEMENT
- 504 *Юдин А. А., Чесноков П. В.*
**ИННОВАЦИОННО-ИНВЕСТИЦИОННАЯ ДЕЯТЕЛЬНОСТЬ В
СЕЛЬСКОХОЗЯЙСТВЕННОЙ ОТРАСЛИ РЕГИОНА РОССИЙСКОЙ
ФЕДЕРАЦИИ**
- 511 *Kalićanin Z., Kalićanin M., Ugrenović J.*
LOBBYING AND INTEREST GROUPS
- 519 *Kalićanin M., Kalićanin Z. Ugrenović J.*
MODELS OF BANKING SECTOR REFORM IN TRANSITION COUNTRIES
- 528 *Карцева А. А.*
ДЕЛОВОЙ ТУРИЗМ КАК ФАКТОР РАЗВИТИЯ ИНДУСТРИИ ТУРИЗМА
- 538 *Karić D., Zečević R., Barjaktarović M.*
GLOBALIZATION AS THE WORLD PROCESS
-
-
-



- 545 *Knežević R. S., Mrdak G., Knežević Ž.*
CONFLICTS OF DEVELOPMENT GOALS BETWEEN ECONOMICS AND ECOLOGY
- 550 *Kocovic P.*
SOCIAL MEDIA AND E-MARKETING
- 558 *Kostadinović S., Grahovac M.*
HARMONISATION AND TRANSPOSITION OF COMMUNITY ACQUIS INTO NATIONAL LEGISLATION
- 565 *Kostić M., Petkanić S.*
THE ROLE OF INTERNATIONAL INSTITUTIONS IN INTERNATIONAL SOCIETY EVOLUTION
- 573 *Козлова В. Н., Задорожная А. А.*
ИННОВАЦИОННЫЙ МАРКЕТИНГ КАК ФАКТОР ОБЕСПЕЧЕНИЯ УСТОЙЧИВОГО РАЗВИТИЯ БИЗНЕСА ОРГАНИЗАЦИИ
- 579 *Кожушко Л. Ф., Кузнецова Т. О.*
СОЦИАЛЬНАЯ ОТВЕТСТВЕННОСТЬ АГРОБИЗНЕСА В УКРАИНЕ
- 588 *Красникова Г. Н. Алексей, Н. Юлия*
К ВОПРОСУ О ПРОФЕССИОНАЛЬНОЙ ЭТИКЕ В СФЕРЕ ГОСУДАРСТВЕННОГО И МУНИЦИПАЛЬНОГО УПРАВЛЕНИЯ В РОССИЙСКОЙ ФЕДЕРАЦИИ
- 593 *Krmpot V.*
ENTREPRENEURSHIP – MOTOR OF ECONOMIC DEVELOPMENT
- 600 *Кубиний Ю. Н., Кубиний В. В., Максимчук С. Я.*
НАУЧНЫЙ ПОТЕНЦИАЛ УКРАИНЫ КАК ОСНОВА ЕЕ ИННОВАЦИОННОГО РАЗВИТИЯ: СРАВНИТЕЛЬНАЯ ХАРАКТЕРИСТИКА С ЭКОНОМИКАМИ ЕВРОСОЮЗА
- 606 *Kukobat L., Škrilin N., Kovalev A.*
AGRIBUSINESS - MANAGEMENT IN TIMES OF CRISIS
- 616 *Куприянов С.*
МЕНЕДЖМЕНТ И ВНЕШНЯЯ СРЕДА
-
-
-



- 622 *Kuratova L.*
MAIN DIRECTIONS OF IMPROVING THE COMPETITIVENESS OF POSTAL ORGANIZATIONS
- 634 *Кутас С. М.*
УПРАВЛЕНИЕ КОНФЛИКТАМИ
- 642 *Kuzmanović Z., Anđelković S., Mandić S.*
SOCIAL DIMENSION OF THE SUSTAINABLE DEVELOPMENT CONCEPT
- 652 *Кузнецова А. И., Демура А. Н., Ярмоленко И. Л.*
СОСТОЯНИЕ И ТЕНДЕНЦИИ РАЗВИТИЯ ПРОИЗВОДСТВЕННЫХ МОЩНОСТЕЙ В ЦЕМЕНТНОЙ ОТРАСЛИ
- 660 *Lale V., Cindrić J., Janković M.*
CORPORATE RISK MANAGEMENT
- 668 *Lazarević P. S., Lazarević M., Simić A. D.*
INNOVATIONS IN APPLICATION OF INFORMATION SYSTEMS IN BUSINESS
- 676 *Madžar L., Bazler-Madžar M.*
MODERN ECONOMIC DEVELOPMENT – THE ROLE OF KNOWLEDGE
- 682 *Marinković N., Marinković J., Radomirović D.*
THE IMPORTANCE AND ROLE OF MARKETING RESEARCH AS SUPPORT TO MANAGEMENT IN GLOBAL BUSINESS TERMS
- 694 *Marković A., Špiler M.*
NEW STRATEGIC PARADYGM IN MANAGEMENT OF LARGE BUSINESS SYSTEMS IN A DYNAMIC ENVIRONMENT
- 703 *Migulovska A.*
THE EFFECTS OF EDUCATION FOR DEVELOPING ENTERPRENURIAL COMPETENCES
- 706 *Mikić Sanja D. , Somina Irina*
THE EFFECTS OF EDUCATION FOR DEVELOPING ENTERPRENURIAL COMPETENCES KEY OF THE SUCCESSFUL EFFICIENCY IN THE ALLOCATION OF SERVICE RECOURCES IN THE LIGHT OF SUSTAINABILITY
-
-
-



- 716 *Miletić D. S., Jeremić M. E., Trifunović D. I. Z.*
POWER AS IMPORTANT FACTOR IN NEGOTIATION
- 722 *Miljković Lj., Miljković D., Miljković A.*
PROBLEMS OF SECURING PUBLIC REVENUES IN TIMES OF ECONOMIC CRISIS
- 729 *Mijatović M., Mijatović M.*
OBJECTIVES, TASKS AND PLACEMENT OF PR IN THE ORGANISATION
- 736 *Nešić S., Reko K., Vuksan D. M.*
PARADIGM SHIFT IN MANAGING INNOVATION - OPEN INNOVATIONS*
- 745 *Нукитина Е, А.*
ЭКОНОМИЧЕСКОЕ СОДЕРЖАНИЕ КОНКУРЕНТОСПОБНОСТИ ПРЕДПРИЯТИЯ
- 753 *Nikolić Z., Jakovljević G., Nikolić M.*
INFORMATION MODELLING OF FOOTBALL CLUB INFORMATION SYSTEM IN FUNCTION OF THE CLUB MANAGEMENT
- 760 *Nikolovska K.*
THE ROLE OF MANAGEMENT APPROACH TO PEOPLE – SOLUTIONS FOR MODERN SOCIETY IN CRISES TIME
- 736 *Nitovski M. A.*
MEDICAL WASTE MANAGEMENT
- 769 *Novaković M.*
GUERRILLA MARKETING
- 777 *Одарченко А. Кузнецов В.*
ПРЕДПОСЫЛКИ НАРАЩИВАНИЯ ПРОИЗВОДСТВЕННОГО ПОТЕНЦИАЛА
- 785 *Pešić Z., Panić I.*
CLUSTERS IN THE FUNCTION OF STRENGTHENING INNOVATIONS
- 793 *Pecić D., Pecić Lj., Šćekić V.*
SOCIAL NETWORKS AS THE SUPPORT OF HUMAN RESOURCE MANAGEMENT
-
-
-



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- 801 *Petkanic S., Kostic M.*
CRISIS MANAGEMENT AND BUSINESS ADAPTATION: MECHANISMS AND STRUCTURAL CHANGE
- 808 *Petrov S., Zubac V., Milojević M.*
BUSINESS IMPACT OF SOCIAL NETWORKING
- 814 *Petrov S., Zubac V.,*
KNOWLEDGE MANAGEMENT PROCESS
- 821 *Petrusheva Nada, Nikolovski Aleksandar*
BUSINESS IMPACT OF SOCIAL NETWORKING INSURING AND FINANCING OF EXPORT CREDITS IN THE REPUBLIC OF MACEDONIA
- 829 *Prokopović B. B., Seizović Z. D., Prokopović T. S.*
THE CONCEPT OF CONTEMPORARY BUSINESS SYSTEMS MANAGEMENT
- 836 *Пунгин Илья В.*
НА ПУТИ К ОБЩЕЙ ТЕОРИИ КОНКУРЕНЦИИ И КОНКУРЕНТОСПОСОБНОСТИ
- 843 *Radmanovac S.*
THE EFFECT OF STRESS ON PRODUCTIVITY
- 850 *Radonjić G.*
HARMONIZATION OF TAX SYSTEM OF BOSNIA AND HERZEGOVINA WITH EU
- 858 *Radosavljević D., Jeftić S., Jeftić D.*
CROSS-CULTURAL ADAPTABILITY AND USAGE OF SOCIAL NETWORKS IN COMMUNICATION BETWEEN MANAGERS AND ASSOCIATES
- 864 *Radosavljevic M, Syngaivska I., Schopf K.*
CREATIVE IMITATION-RISK OR OPPORTUNITY?
- 871 *Radosavljevic M., Dimitrovski R.*
NEW QUALITY OF THE ORGANIZATION AND MANAGEMENT OF BATA BOROVO FACTORY
- 881 *Radosavljević D., Andjelkovic M., Doroshenko Y.*
SPECIFIC ASPECTS OF ORGANIZING AND MANAGING THE „BATA” COMPANY
-
-
-

3rd International Conference
"Law, Economy and Management in Modern Ambiance"



LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia



- 891 *Radosavljevic Z., Tufanov A., Mihajlovic B.*
CREATIVE DESTRUCTION PROVIDES "A LIFE AFTER DEATH"
- 898 *Rajević D.*
SOCIAL RESPONSIBILITY AND QUALITY OF LIFE IN MARKETING
- 907 *Rizvić K.*
**THE ROLE OF DIPLOMATIC AND CONSULAR MISSIONS IN ELECTORAL
PROCESS**
- 915 *Ряпухина В. Н., Заркович А. В.*
**НОРМАТИВНО-ПРАВОВОЕ ОБЕСПЕЧЕНИЕ ИННОВАЦИОННОГО
ПРОЦЕССА В РОССИИ**





**3rd International Conference
"Law, Economy and Management in Modern Ambiance"**



LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia





FUNCTIONAL MODELLING OF FOOTBALL CLUB INFORMATION SYSTEM AS SUPPORT TO THE CLUB MANAGEMENT

Jakovljevic Goran¹, Nikolic Zoran², Nikolic Milan³

High Technical Mechanical School of Applied Engineering, Trstenik, Serbia,
goranjako@gmail.com

² ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
mznikolic@ptt.rs

³ University of Niš, Faculty of Economics, Niš, Serbia, mima.nikolic@sbb.rs

Summary: Sports clubs in Serbia are highly dependent on the financial and material basis which is such that often limits the reach of sports results. Therefore, it's of great significance the very organization of club's work, its efficiency and rationality, as well as enthusiasm of people who work in them. In terms of stagnation of Serbian football at the international plan was made an attempt designing the football club information system to improve the situation in this sport. In addition to the systematic training of squad of all ages and improvement of material working conditions and work's organization, it is indispensable that further development to be based on the application of science and technology.

In the paper is presented a functional model of information system of the football club being created by using the IDEF0 method, as part of a complete information system of the football club. Such a system is created on the basis of authors own knowledge of football and understanding of modern organization of the work of club aimed at achieving the better results.

Key words: Functional modelling, Context diagram, Decomposition diagram, Flow of data, Business, Management.

1. INTRODUCTORY DISCUSSION

In modern sport, *information technologies* - *IT* have a major role in achievement of top sport results. Sport, as clearly valued activity is conducted through the highly organized and clearly defined activities based on the large amount of information. These activities are directed towards the achievement of best possible results. That's why in sport is of great importance the process of collection, analysis and exchange of information at all levels of sports activities: from the work of plans, preparation and competition until the management of sports activities. In the structure of sports activities and organization the clearly defined role has a club,



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

as a basic organizational cell of modern sport. In it are united the interests of the majority of direct actors of sports activities: those who directly participate in sports events (sportists, coaches, professional collaborators and others) and those who provide all the necessary conditions for the successful implementation of sports activities (management of clubs, sports associations, referees and others).

Causes of weaker results of Serbian soccer clubs and representation in the international competitions are numerous. The economic situation in the country is often a limiting factor in achievement the most noticed sporting results. Insufficient presentation of information technology in Serbia also is negatively reflected on the development of football and sports in general. We are witnesses of remarkable sports achievements at the Olympic Games in London last year. Particularly are admirable the achieved results in athletics and swimming. For such extraordinary performances in addition to talent, will, great work, development strategy, long-term planning, provided optimum conditions for work and material basis is necessary the application of science and technology. In the function of top achievements are included the sports medicine, psychology, proper food and other branches of science. A special place belongs to IT that became the basis of each technology discipline.

The fifties and sixties of the last century, Yugoslav team was among the strongest in the world. Today, the situation is quite opposite. Results of Serbian sportsmen in international competitions, especially at the Olympic games in London last year, were below expectations. Computerization in Serbia is at the lowest level in the environment [1]. This results in insufficient application of IT in the sport. In that ascertainment is one of the unsuccessful performance of Serbian sportmen.

The trend of football development in Europe is increasingly ascending. In Spain, England, Italy and in other countries there are extraordinarily powerful clubs. It can be said that in these countries football is one of the powerful industries. They play quality football, the world's best players are engaged in huge cash transfers, have large and comfortable stadiums that are completely filled with the spectators, there is turning the huge sums of money and number of other qualities adorn them. In these countries, in the success of football are implemented the scientific and technological achievements, which, as noted, is based on IT.

From the point of view of events in the Serbian football this brief comparison indicates that one of the fundamental problem of work in our country is the lack of defining a consistent and comprehensive model of information system of the football club. The above-mentioned observations as well as the long-term monitoring of the football clubs' work opted the authors to initiate the preparation of an original solution of integrated *Football club information system - FCIS* that would include the most important segments of club's work.

The aim of this paper is to design a functional model of FCIS encompassing all activities and their optimal organization to achieve good competitive results on the basis of collected, processed and analysed all the relevant information essential for rational and efficient functioning of the *football club - FC*.

The importance of the work is to create a model in general form with the applicative possibility to particular football clubs with the certain modifications.

One of the directions of further development of this FCIS is its expansion to sports associations. This paper presents the integration of all data that were available to authors of work with the desire to implement and put in use a completely new IS which is engaged in the processing of



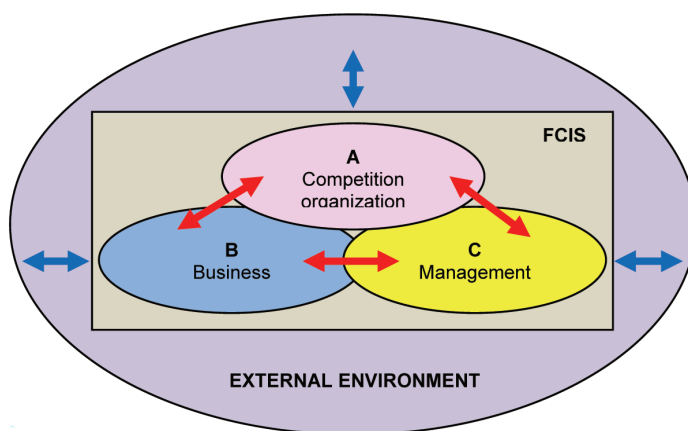
data in all segments of work of the FC. The study also presents the basis for the development of information model of the FC which is processed in the literature [2].

2. MODEL OF INFORMATION SYSTEM OF THE FOOTBALL CLUB

Setting up the hypothetical model of the FCIS and defining the methodology of its development are based on the analysis of current state of system structure, the state of system elements and information flows in the soccer club. Model defines an integrated development of the IS which should include all necessary subjects and activities for the successful work of the club. In this regard is made an initial diagram of system structure to identify the most important entities, their activities and the flows of data in the system (Figure 1). With further decomposition and elaboration of the structural elements and activities are defined the details of the model of FCIS, as well as the flows of information within a system, between the system and the external environment.

In graphical presentation of the initial model of FCIS, Figure 1, each part (subsystem) is represented in the form of ellipse. Competition organization (A) of the club is the principle organizational segment of the club and include all activities that are both directly or indirectly associated with the competitive activities of the club. It takes a central place in the model of FCIS and within it is realized the basic functions of the club, especially competitive and training. Business and Management include all activities that are in function to the support of the Organizational competition. Business (B) includes activities, subjects and objects that provide a direct support to the competition of organization in organizational and business aspect. A well-organized and stable club must has a well-organized activities in this segment of IS. Management (C) is an organizational segment of a club who is responsible to achieve functions and activities associated to the defining of strategy and objectives of the Club and adoption of general and special laws of management and the work of the club.

Figure 1: A hypothetical model of information system of the football club.





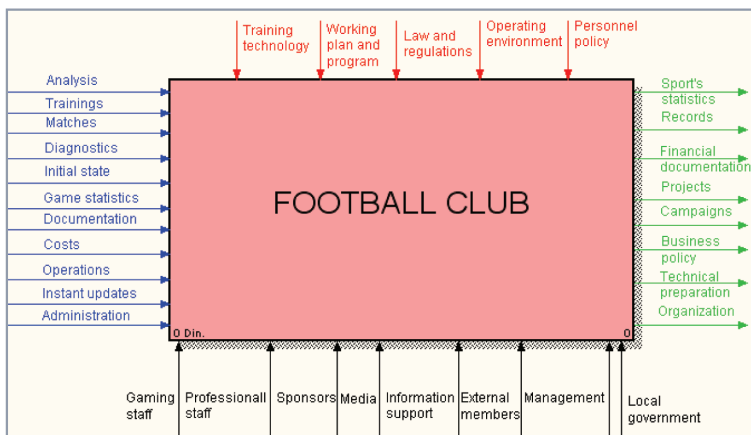
These parts are mutually overlapping (Figure 1), indicating that many of their functions are common. Between the parts of FCIS is carried out a constant exchange of information and each part exchanges information with the external environment. The interaction of these three parts is to provide optimal conditions for the achievement of good results in sport with a constant exchange of information with an external environment and adaptation of IS to the requirements of the environment. The integration of these three parts (subsystems) at the level of FC is realized with the use of IT as a basis for building of information system, which provides the highest level of integration activities, information and their flows.

Availability of information in the system is fast, and adaptation of the system to the changes in the environment and within the system is constant. In the football club, the relations between the structural elements and the functions of subsystems are extremely numerous and interacting. There are no boundaries between the defined parts of the system and many of their elements are overlapping, which is a reflection of their functional unity.

3. MODELING BASES ON THE BASIS OF IDEF TECHNIQUES

The set of **IDEF** (*Integration DEFINition*) method is the most advanced modeling technology, which is currently in the widespread use in the world [3], [4]. The development of information systems are largely developed on the standards of **IDEF0** for functional modeling and **IDEF1X** (*eXtend*) for informational modeling. IDEF0 is the modeling method based on a combination of graphics and text, presented in an organized and systematic way in order to increase an intelligibility and support the analysis of the system by the levels [2], [3] - [6]. In designing of FCIS, the first approach was made to the functional modeling, whereby the functional decomposition is identified the subsystems of the football club using the graphic language IDEF0, ie. BPwin tool. In this way is made the basis for information modeling system which is presented in the literature [2].

Figure 2: Context diagram of activities A0 – FOOTBALL CLUB

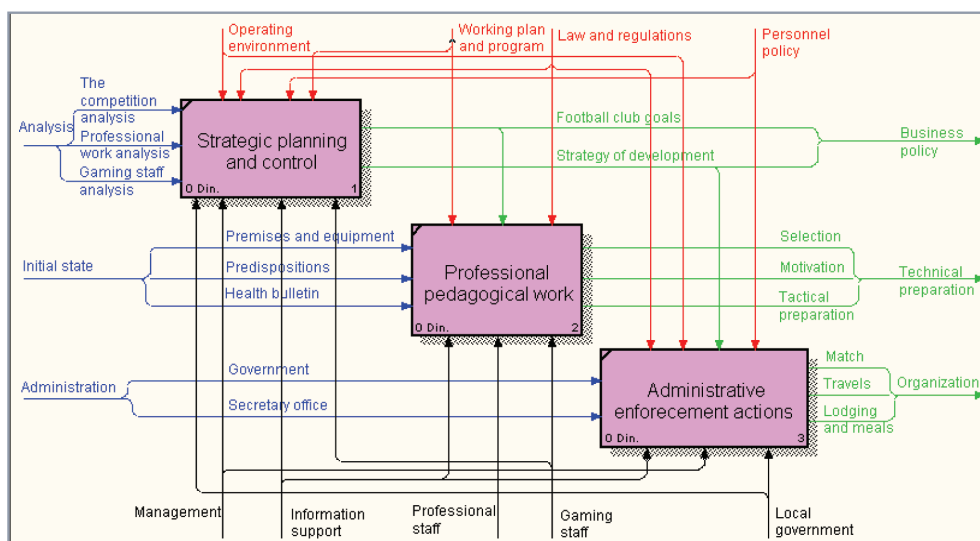




4. CONTEXT DIAGRAM

General view of the context diagram of the FC' organization of work with the associated data flows of input, output, control and mechanisms is shown in Figure 2. Since the concepts and terms that are used in football are well-known to the general public, in further presentation will not be described the sub-activities and flows of data. In addition, as is the feature itself of IDEF0 method an easy understanding of the problematics through the visualisation, the additional text clarification of decomposition diagrams are not required. Therefore, in the continuation of the study are shown the decomposition diagrams of basic activities defining some of the characteristic flows of data [4], [6].

Figure 3: Activity tree A0 – FOOTBALL CLUB



5. ACTIVITY TREE

Activity tree (fig. 3) is a hierarchy of defined activities and provides functional decomposition and insight into the depth of activities connection [3], [4], [6]. Activity A0 – FOOTBALL CLUB is decomposed into activities and sub-activities as shown on figure 3.

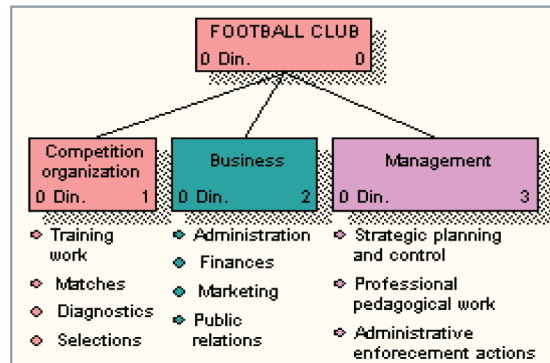
6. DECOMPOSITION DIAGRAMS

With the defining of the decomposition diagrams, the activities of IDEF0 method create the horizontal linkages between the activities of the same level, i.e. activities are associated with the flow diagrams into a functional unit. In Figure 4 is shown a decomposition diagram A0 –



Football club, that involves the basic activities of the football club: Competition organization (1), Business (2) and Management (3).

Figure 4: Decomposition diagram A0 – FOOTBALL CLUB



All these activities are decomposed on productivity and the flows of data through which they bound are identified. Because of the limited space for the presentation of the Paper, only the decomposed diagrams Business and Management are shown here. According to the topic of the Conference. Decomposed diagrams of other activities and productivities, as well as appropriate data flows, are in a detail processed in the Literature [7].

Figure 5: Decomposition diagram A2 – Business

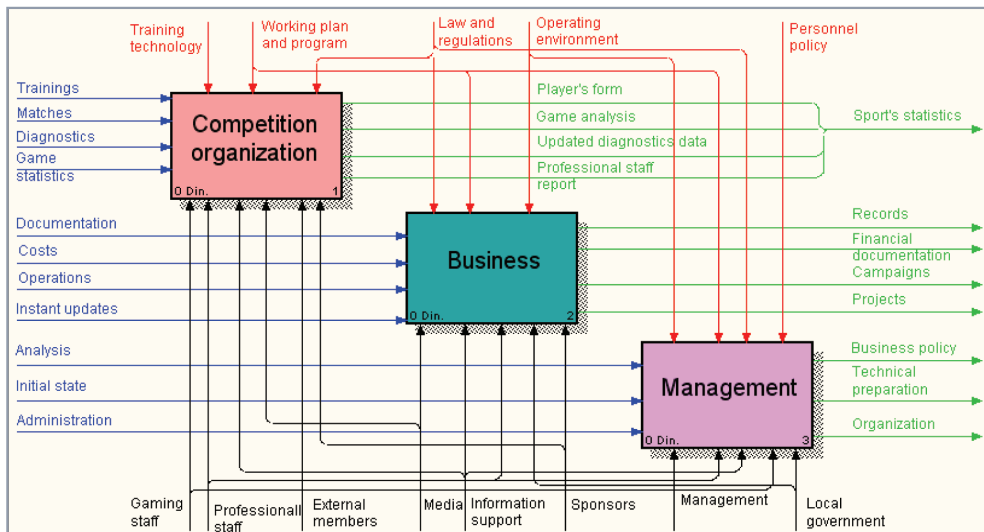
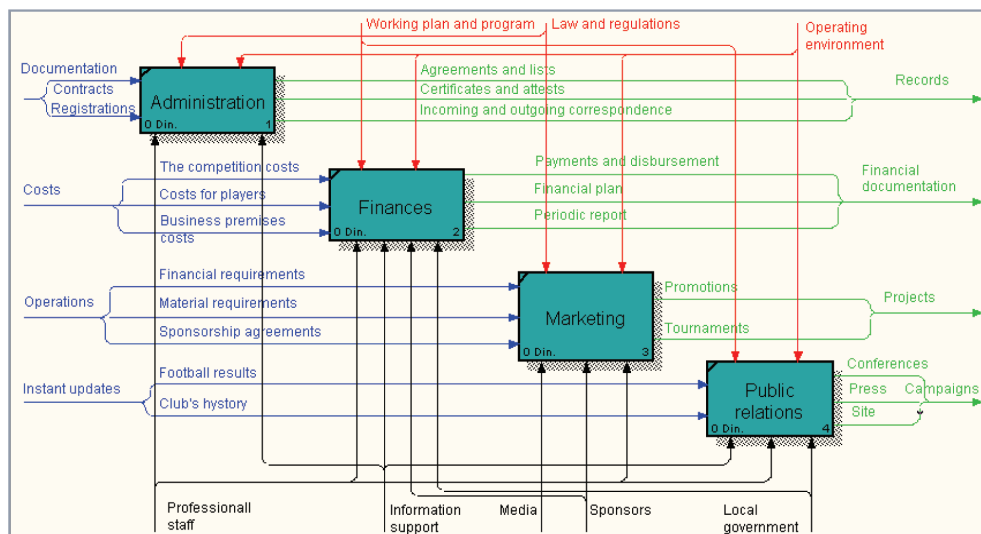




Figure 6: Decomposition diagram A3 – Management



7. CONCLUSION

In order to overcome the difficult situation in Serbian football, it is indispensable that further development to be based on the application of science and technology. It's primarily thought that the application of information technologies have become the basis of all scientific disciplines.

Functioning of football clubs in Serbia is burdened with a number of difficulties that are primarily of material and financial nature. In the literature sources that the authors were available were not found examples of specific methodology design and implementation of integrated information systems in football clubs. Therefore, the design of FCIS was done on the basis of experienced knowledge, their own vision of efficient functioning of football clubs and the desire to provide a certain contribution in this regard.

Functional modeling is defined by the context diagram which shows a model of information system in its most general form. Then, the decomposition diagram was made. In the further process of basic activities (competitions of organizations, business and administrative) are decomposed in sub-activities. Thus are established all horizontal data flows in the system. The FCIS model is created with an optimal number of activities at all levels, in order to adapt the system to real conditions of application and further development.

The implemented functional model of FCIS represents the basis for creation of information and application models which are presented in the literature [2].



REFERENCES

- [1] Nikolić, Z.: (2007), **Elektronska razmena podataka**, Udžbenik, Fakultet za industrijski menadžment u Kruševcu, ICIM *plus* - Izdavački centar za industrijski menadžment *plus*, Kruševac, Oktobar 2007.
- [2] Nikolić, Z., Jakovljević, G., Nikolić, M.: (2012), **Information Modelling of Football Club Information System in Function of the Club Management**, 3rd International Scientific Conference "Law, Economy and Management in Modern Ambiance" – LEMiMA 2013, April 2013, Belgrade, Serbia.
- [3] Ang, C.L., Luo, M. & Gay, R.K.L.: (1997), **A knowledge-based approach to the generation of IDEF0 models**. *International Journal of Production Researches.*, Vol. 35, No. 5, p. 1384-1412.
- [4] Dašić, P.; Šerifi, V. & Dašić, J.: (2009), **Funkcionalni i informacioni model procesa stručnog usavršavanja u osnovnom i srednjem obrazovanju Pomoću IDEF standarda**. *Journal of Research and Development in Mechanical Industry (JRaDMI)*, Vol. 1, No. 1, str. 3-20, (in Serbia).
- [5] Veljović, A.: (2004). **Razvoj informacionih sistema i baze podataka**, Centar Informatičkih Tehnologija, Beograd, (in Serbia).
- [6] Nikolić, Z., Radovanović, M., Nikolić, M.: (2012), **Design Of Library Information System Using IDEF Methods**, 12th International Conference "Research and Development in Mechanical Industry", RaDMI 2012, Vrnjačka Banja, Serbia.
- [7] Jakovljević, G.: (2012), **Projektovanje Informacionog sistema fudbalskog kluba upotrebom IDEF metoda**, Završni rad, Visoka tehnička mašinska škola strukovnih studija Trstenik, Trstenik.



PROVIDING HIGH-TECHNOLOGY EXPERTS FOR THE PROJECT IMPLEMENTATION

Jankovic Perica

¹ ALFA University, Faculty for Strategic and Operational Management, Belgrade, Serbia

Abstract: A pre-contract has been signed with the company "Mubadala" from the United Arab Emirates on the construction of an electronic chip factory in Serbia. The expected investment is 4 billion Euros worth and is still in a form of a concept; however, one of the main requirements that our country has to fulfill so this concept could be realized is to provide 1000 top technology experts. As Serbia does not have the sufficient number of highly educated experts of the required profile, it is necessary to find the solution to realize this investment, which is the focus of this paper.

Keywords: foreign direct investments, electronic chip factory, high technology (hi-tech) experts

1. INTRODUCTION

Foreign direct investments occur when the investor located in one country (country of origin) acquire assets in another country (the host country) with the intent to manage the assets. Under the assets, we mean total assets of the firm, i.e. assets include all assets and rights that a company has.¹

In legal terms, foreign direct investment means an investment of lasting character between foreign investors and the companies in which it invests, or founded by foreign capital investors. Foreign direct investments can be made in various forms: the establishment of the company, acquisition, merging company with existing domestic investors, or establishing a joint venture with local investors. Form of foreign direct investment depends on the options allowed by the legal system of receptive state, and the investment strategies of investors.

Foreign direct investment does not only mean investing money. It is a package of capital, know-how and managerial skills. These include the underlying capital (land, buildings, and machinery), financial resources, know-how, new technologies and managerial skills.

The intention of investors to directly affect the entrepreneurial activity of the company in which he invested is the basic characteristics of foreign direct investment, which makes such investment different in relation to other forms of investment.

¹ Kovačević, R., *Oblici i mehanizmi stranih ulaganja*, Univerzitet „Braća Karić“, Beograd, 2000. p. 24



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

The foreign direct investment involves the transfer of long-term international capital in the host country through a company that does business in a given state, in order to achieve economic gains, and with direct impact of investors on entrepreneurial activity, as well as bearing the entrepreneurial risk.

Foreign direct investments provide a higher rate of growth and the acceleration of structural reforms to capital importing country, improve the external financial situation of the country, provide the increase in foreign exchange reserves, smaller limitations in the current balance, the liberalization of foreign exchange restrictions and a more favorable credit rating. In addition, foreign direct investments provide a flow of new technological solutions and procedures, staff training, improvement of quality management², improving social base, improving the balance of payments by increasing exports and reducing imports, easier access to world markets and a host of other benefits.

Capital importing countries, in order to attract foreign capital, must provide certain benefits, such as:

- Beneficiary tax rates,
- Legal simplifying of legal norms regarding obtaining various permits,
- Exemption from customs duties on imports of certain semi-finished products, materials, tools, and other goods,
- Encouraging incentives for job creation

In return, they receive:

- Improved external financial situation of the country,
- Influx of new technological processes and solutions
- Creation of new jobs and increase of foreign exchange earnings,
- Easier access to world markets, etc.

Great importance for the economic growth and development of developing countries and countries in transition has foreign investment. This group of countries includes Serbia. In order to provide more FDIs into the country, a key role is in the creation of long-term stable and favorable investment climate, which is the duty of the state and its institutions. It is necessary to take all measures that Serbia is no longer treated as a country of high political and economic risks by the OECD countries, which are also our most important economic partners. The economic crisis has caused a decline in investment of foreign direct investments in Serbia. Their recovery along with improvement of the investment climate in the country and reducing the political risk is likely to lead to new investments, given that Serbia has a great potential to attract investment. In addition, the IMF support is a positive signal for foreign investors to invest in Serbia.

The most recent example of foreign direct investment in our country is the signing of a preliminary contract with the Company “Mubadala” from the United Arab Emirates, which has expressed a desire to invest in building a semiconductor (chip) fabrication plant in Serbia. The announced investment is worth as much as 4 billion but it is still just an idea. To realize this idea, we need to ensure that our country has 1000 high-tech professionals.

The realization of this investment is of great importance for Serbia. Building a factory to produce semiconductors (chips), would provide the job for great number of companies and its

² Radosavljević, Ž., Tomić, R.: *Menadžment u modernom biznisu*, Privredna akademija, Novi Sad, 2007, p. 344



workers that would build the plant and equip it. This would revive the economy and create jobs. When the plant is done, a number of experts in high-tech workers and supporting production work could be employed. The factory would have applied the most modern production technology, ensuring quality products and export as well as worldwide placement, which would allow increased foreign exchange inflows into the country. State of the art production technology at the plant would include intensive cooperation with our colleagues in the field of natural sciences and engineering, in matters of scientific knowledge and training of a new staff.

2. ARABS RETURN OUR EXPERTS IN SERBIA³

Serbian Diaspora invited Serbian professionals working abroad to find jobs in the company "Mubadala" from the United Arab Emirates, with which it is negotiating to build chip factory in Serbia. The condition for the realization of these investments is to provide 1000 Serbian experts in high technology.

"The Serbian government intends to involve experts from Diaspora to the list of 1000 highly skilled personnel that are a prerequisite for the implementation of the contract for the construction of a chip factory with Mubadala from the UAE," states the Diaspora Office. The Office is trying that Serbian engineers in high tech get the necessary information and technical details to be able to respond to the appeal by the homeland, said in a statement.

Development and investment in high technologies are the priorities of each government. The Serbian government can find the great potential of experts in the Diaspora. In order to engage them, it is necessary to have a strategic plan that would predict activities of Serbian foreign policy in the direction of assembly of experts.

Another potential source of personnel for high technology is the colleges. The government sought information about potential personnel, necessary to realize the investment of the several national faculties. Dean of the Faculty of Electrical Engineering in Belgrade, Branko Kovacevic said that a list containing the Belgrade students who have since moved away from Serbia would be very useful to.

The possibility of using personnel from abroad will be illustrated by a survey conducted by Infostud, which showed that 60 percent of respondents are likely to return to Serbia. This percentage increases in the case of the corresponding job offers.

Prospective investors in the future will provide the structure of the factory, which will be highly automated. "Mubadala" Company from the Emirates has two factories in Singapore and Germany, and one under construction in the U.S., which in 2012 generated \$ 4.6 billion revenue. For providing scientific infrastructure of a company, about one billion dollars has been invested. On the other hand, "Mubadala" did not build a factory in the UAE due to a lack of personnel.

Otherwise, after recent talks between Minister Mladjan Dinkic and Waleed Ahmed Al Mokarab, the executive director of "Mubadala", it was agreed that the company's team of experts analyzes the possibility of building a semiconductor factory (chips) in Serbia, along with the latest high technology and recruit about 1000 local engineers, which would require intensive cooperation with our faculties in the field of natural sciences and engineering. In

³ <http://www.dnevnik.rs>: Arapi vraćaju našu pamet u Srbiju, 28.02.2013



addition, the minister reported that the Serbian government is ready to provide full support for this project, given these are investments in information technology, which is one of the priorities in development plans of the Government, and it would be by far the most valuable investment ever realized in Serbia - because its value is about four billion Euros.

3. THE ESSENCE OF THE PROBLEM

After signing a preliminary contract with the company "Mubadala" from the United Arab Emirates to build chip factory in Serbia, there was the question - do we have thousands high-tech engineers who would worked in it, and how to find them?

Since it is assumed that Serbia does not have enough experts in high technology, the essence of the problem becomes to find a solution to provide the required expertise for the realization of offered investments. To solve this problem, it necessary to provide answer to questions that is not obvious at first glance:

- How many experts in high technology Serbia is educating and how many was trained so far,
- How many high-tech professionals live in Serbia and how many of them live and work abroad
- How to attract high technology experts from Diaspore to return to their homeland,
- If a sufficient number of experts is not provided, how to provide a the required number, whether to engage experts from countries in the region and beyond,
- Is it time to think about the strategy of required staff training

The research team formed for this purpose could provide the answers to these questions. With the help of appropriate methods of scientific inquiry, all of these issues could be investigated. After conducting the research, the research team would examine the obtained data, analyzed them and suggested the possibility of solving the problem.

4. PROPOSAL FOR PROBLEM SOLVING

Since it is assumed that Serbia does not have enough experts in high technology, it is necessary to find a solution to provide the required expertise for the realization of offered investments. To this end, it is necessary to do the following:

- To establish a research team that will:
- Determine the number of high-tech professionals who live in the country and those who have gone abroad,
- Make notification for high-technology professionals who live in the country and abroad on future investment, the construction of the chip factory, and trying to attract them. Use scientific methods to see how many of them are ready to answer the call to be employed in the new factory, and what conditions to look for.
- Provide a solution to the problem in the case that we do not have a sufficient number of specialists required for the implementation of investment



- Propose that faculties assess the needs; educate required profiles for high-tech professionals for the next time

4.1 The formation of the research team

The research team would be formed by experts in the field of human resources, aided by experts in high technology, financiers, translators, and the required number of support staff such as drivers, etc. the necessary assistance for research team would be provided by the ministries that is conducting the research. If the research team would checked the lists of graduates and post-graduate students of the Faculty of electrical engineering, then the assistance would be provided by experts from the Ministry of Education, Science and Technological Development at the request of the investigating team.

With the help of appropriate methods of scientific search,⁴ the abundance of high-tech professionals in the country and abroad could be investigated. In addition, it would be possible to find out how many of them are willing to return from abroad to Serbia to work in the future the new chip factory. Through the survey, attracting the professionals to come to work in the country would be emphasized. After collecting data, the research team will process the data, analyze the data and provide a report on the survey results. Based on these results, the proposal will be followed by solutions to the problem⁵.

4.2. Determining the number of high-tech professionals

Since it is assumed that Serbia has not enough highly skilled personnel of needed profession, which is the prerequisite for the realization of the construction of the chip factory with "Mubadala" company, the team must to determine how many required experts are in Serbia and abroad.

In order to comprehend the number of professionals in the country, it is necessary:

- **At the faculties** – to explore where are the students who have completed undergraduate and graduate studies. The Ministry of Education, Science and Technological Development must provide full support and assistance in funds and work force
- **In the Republican Fund for Pension and Disability Insurance** – to explore where students who have completed undergraduate and graduate studies for high technology are employed. The Ministry of Labor and Social Policy should provide full support and assistance in funds and work force.
- **The National Employment Agency** – it is necessary to investigate where graduates who have completed undergraduate and graduate studies for high-tech are registered and waiting to work. The Ministry of Labor and Social Policy should provide full support and assistance in funds and work force.

In order to comprehend the number of professionals abroad, we must:

⁴ Šešić, B.: *Osnovi metodologije društvenih nauka*, Naučna knjiga, Beograd, 1982.p.107

⁵ Mihailović, D.: *Metodologija naučnih istraživanja*, Fakultet organizac. nauka, Beograd, 1999. pp. 115-151.



- **Civic and Public Affairs Department** - to investigate the lists of persons who live abroad and are high technology experts. To find out in which country they live, a place of residence and address. The Ministry of Interior should provide full support and assistance in funds and work force.
- **The Office for Cooperation with the Diaspora and Serbs in the Region of the Serbian Government** - through the embassies of our country abroad should check out the lists of our experts in these countries. The Ministry of Foreign Affairs should provide full support and assistance.

4.3. Information and attracting professionals to work in the new chip factory

After obtaining the necessary data on the number of high-tech professionals, it is necessary to inform them about the intentions of the Serbian government to deal with "Mubadala", which intends to invest heavily in our country and build a factory to produce chips. With this information, the job to professionals in the country would be offered and consider their interest.

Notification of experts in the country:

- Notification of experts in the country would be done through the media, the Internet and billboards.

Notification of experts abroad:

- Notification of experts abroad would be implemented through The Office for Cooperation with the Diaspora and Serbs in the Region of the Serbian Government and our embassies in the given countries. Those will get the necessary information and technical details to respond to the appeal of the homeland.

Attracting professionals for the job:

- High-tech experts can be attracted only if good working conditions, good wages and living conditions were offer to them.

4.4. Possible solutions

After collecting data, the research team will process the data, analyze them and provide a report on the survey results. Based on these results, the proposal for the solution of the problem will follow:

- If there are a sufficient number of interested high-tech professionals, investments in the project⁶ concerning building a semiconductor fabrication plant can be achieved.
- If there is not a sufficient number of interested high-tech professionals, the investment in building a semiconductor fabrication plant can only be achieved by engaging experts from countries in the region and beyond by advertising vacancies⁷.

It is necessary to educate the requested profile for high-tech professionals at the universities in order to fill the vacancies upon the request of the future plant.

Based on the proposal of the research team and other key decision elements, the state and its agencies are the ones who will decide how to implement the proposed investment.

⁶ Jovanović, P.: *Upravljanje projektom*, Grafoslog, Beograd, 1999. p. 31.

⁷ Lojanić, R.: *Menadžment ljudskih resursa*, Internacionalni univerzitet, Novi Pazar, 2008.p.106.



5. RESUME

This paper deals with contemporary problem and relates to the realization of a very valuable foreign direct investment of 4 billion Euros, and the implementation depends on whether Serbia will provide 1000 high-tech professionals, which is a prerequisite for the realization of the investment. Such issues are not common, are not always easy to find, and successfully process.⁸

Since it is assumed that Serbia does not have enough experts in the field of high technology, it is necessary to find a solution to provide the required expertise for the realization of offered investments. In this regard, the Diaspora Office has said that the Serbian government intends to call our experts from the Diaspora to return to the country and employ them in the future factory for the production of chips. However, the question is, will thus provide the required number of professionals required?

The solution of the problem could give the research team specially formed for this purpose. It would be a mixed team with the experts in the field of human resources. With the help of appropriate methods of scientific search to investigate how many high technology experts we have at home and abroad, they would be informed about the possibilities of the jobs in the future factory for making chips.

After collecting data, the research team will process the data, analyze the data and provide a report on the survey results. Based on these results, the proposal will be followed by solutions to the problem:

If there are a sufficient number of interested high-tech professionals, investments in the project concerning building a semiconductor fabrication plant can be achieved.

If there is not a sufficient number of interested high-tech professionals, the investment in building a semiconductor fabrication plant can only be achieved by engaging experts from countries in the region and beyond by advertising vacancies.

According to the assessment of the needs, the faculties should educate high tech experts for the next time. A treat amount of attention should be given to this issue, as the future factory will have a full cooperation with faculties regarding the needs of staff.

This paper tries to present a solution for the problem how to solve the underlying problem and to provide the required number of high-tech professionals to meet the basic conditions for investment and construction of a new factory for the production of chips. Moreover, the conclusions in this paper should not be considered solid, or taken for granted, but should be taken as the opportunity to solve imposed problem and as a stimulus for further thinking.

REFERENCES

- [1.] Jovanović, P.: Upravljanje projektom, Grafoslog, Beograd, 1999.
- [2.] Kovačević, R.: Oblici i mehanizmi stranih ulaganja, Strana ulaganja–poslovno–analitički pristup, Univerzitet „B. Karić“, Beograd, 2000.
- [3.] Lojaničić, R.: Menadžment ljudskih resursa, Internacionalni univerzitet, Novi Pazar, 2008.

⁸ Šamić, M.: Kako nastaje naučno djelo, Zavod za izdavanje udžbenika, Sarajevo, 1972. p. 25.



**3rd International Conference
"Law, Economy and Management in Modern Ambiance"**

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- [4.] Radosavljević, Ž., Tomić, R.: Menadžment u modernom biznisu, Privredna akademija, Novi Sad, 2007.
- [5.] Mihailović, D.: Metodologija naučnih istraživanja, Fakultet organizacionih nauka, Beograd, 1999.
- [6.] Šamić, M.: Kako nastaje naučno djelo, Zavod za izdavanje udžbenika, Sarajevo, 1972.
- [7.] Šešić, B.: Osnovi metodologije društvenih nauka, Naučna knjiga, Beograd, 1982.
- [8.] www.glassrbije.org: Poziv stručnjacima iz dijaspore za posao u Mubadali, 04.02.2013.
- [9.] www.merz.gov.rs: Mubadala zainteresovana za ulaganje u Srbiju, 09.01.2013.
- [10.] www.rts.rs: Dijaspora ima potrebne stručnjake, 01.02.2013.
- [11.] www.b92.net: Potrebni nam inženjeri iz dijaspore, 01.02.2013.
- [12.] www.dnevnik.rs: Arapi vraćaju našu pamet u Srbiju, 28.02.2013.
- [13.] www.kamatica.com: El Niš želi šekove milijarde za fabriku čipova, 22.02.2013.
- [14.] www.economy.rs: Vlada traži 1000 stručnjaka da rade za Arape u Srbiji, 05.02.2013.



DEVELOPMENT OF COMPETENCIES FOR SUSTAINABLE KNOWLEDGE BASED DEVELOPMENT

Jelenkovic Miodrag¹, Popovic Predrag², Lojanicic Radojko³

¹ »Soko Štark«, Belgrade, Serbia, miodrag.jelenkovic@gmail.com

² »Grand-Atlanik«, Belgrade, Serbia

³ ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
radojko.lojanicic@fppsp.edu.rs

Abstract: *This paper is based on the imperatives that for achieving sustainable development concept it is necessary to establish new social values based on knowledge, creativity and skills of human resources with the tendency to transform society into a learning society. Not only in theory but also in the most of the economically relevant international organizations, a number of studies that emphasize the importance of the knowledge-based economy were implemented, i.e. "knowledge society". All developed countries have adequate socially responsible policies based on knowledge, aimed at sustainable economic growth, improving the quality of environment and quality of life. Knowledge has become a factor of crucial importance for the position of the company, its market position, profitability, and the safe and sustainable development. Investing in the knowledge today is cost-effective investment. Knowledge, information, skills and innovations have become key wealth and production resources of post-industrial society. Knowledge, which is increasingly concretized in the technology, becomes indispensable, a decisive impulse that guarantee a sustainable economic development.*

Keywords: *knowledge, competence, technological innovations, development*

1. INTRODUCTION

Historically, economic development was based primarily on the dominant share of natural factors and physical labor in the agrarian society. During the expansion of industrial society, both in production and trade, the most important factor of production was the real and financial capital (money, industrial equipment, energy, etc.). Unstoppable processes of technological development gradually reduced the need for physical labor, and the material and technology, as well as natural and financial resources. In the "information society" or the so-called "weightless economy" of the twentieth century, the dominant role has economy as the main source of comparative advantage and a key factor of production or complex intangible



factors (information, knowledge, skills, culture, labor, etc.) resulting in increasing economic yields and increasing market value.

The fundamentally changed economic structure, from domination of the primary sector, which consists mainly of agriculture and extractive industry, over the secondary sector (manufacturing dominance) towards the tertiary sector dominated by services, lead to an increase in output, employment and living standards, i.e. social welfare. Productivity growth due to technological progress in industry and agriculture leads to the growth and increase the quality of the workforce. In other words, in the knowledge-based economy the most employees is in the third sector that is more productive than others, mainly because it has more effective use of information and knowledge. In addition, a strong tertiary sector enhances the productivity of agriculture and industry, in which reduce the relative number of employees so they become more profitable and competitive. Knowledge embodied in technology becomes a dominant force for economic development. [1 Manuel Castells, 2000: 9-10] This shows the necessity of improvement of human resources, training, and dedication to their work, but also about the fundamental changes that have interfered and that, simultaneously, announce a completely new approach.

Today, in the era of globalization and of universal reforms, when the capital is favored, we can say that the main driver of the economic growth, labor productivity, which is based on knowledge, innovation, insight, the development of human capital. [2 <http://wikipedia.org>]

Unstoppable processes of individual and social transformation, which carry basic structural changes in lifestyle, are of great importance, given that the intensity and extent of coverage reach fundamental changes in the creation of a new society. Therefore, the transformation of human resources should be experienced in moving forward, in order to carry out the project of a possible "good society in the future." [3 Max Weber, 1989:23] The knowledge becomes the most important form of the new economy property (companies, i.e. economy), which is based on high information technologies, as opposed to material factors, which accounted for the dominant share of capital in the industrial economy. [4 www.ftn.ns.ac.rs]

Modern knowledge society and knowledge-based economy, doesn't respect rigid, factual, academic and textbook knowledge, but rather a set of skills, abilities and competence (interest) that create innovation, solve problems, collaborate with others and act for the common good.

2. STRATEGIES OF COMPETENCES DEVELOPMENT

Competence strategy development is directly correlated with the development of innovation, sensitivity, and learning in the organization with the support and benchmarking of business processes. Among researchers, there is agreement on the following main characteristics of core competence concept:

- Core competencies are those spread across multiple jobs and the firm's products,
- There is a time dominance of competence in terms of product life cycle,
- Competence that is the result of collective learning in the company, that is the result of efforts in various areas of work, particularly in coordinating the diversified production skills and integrating numerous technology flows, and
- Competence lies at the core, at the essence of the competitive struggle.



Recent review of theories and researches in management indicates that the direction is based on knowledge resource and competence of the organization has become the dominant framework in this area. According to the postulates of the theory based on the resources, capabilities and resources of an organization provide basic direction and organizational strategies are a primary source of profitability of the organization [5 Grant, R. J., 1991: 114-135].

In this regard, the opinion that the determination and understanding of the current strengths and weaknesses is the only way to identify the knowledge and capacity of "learning organization" prevails, i.e., that any strategy, of any organization is recognized by the use of modern technological solutions and their improvement.

Neglecting the basic steps resulting in strategies that can be aligned with market and estimates of the future environment but which cannot be implemented because of unfounded assessments of the organization [6 Jenster PV, D.E. Hussey 2001].

VRIO framework set up by J. Barney set up four questions for evaluating organizational competencies:

1. The question of value: "Is the firm able to exploit an opportunity or neutralize an external threat with the resource/capability?"
2. The question of rarity: "Is control of the resource/capability in the hands of a relative few?"
3. The question of imitability: "Is it difficult to imitate, and will there be significant cost disadvantage to a firm trying to obtain, develop, or duplicate the resource/capability?"
4. The question of organization: "Is the firm organized, ready, and able to exploit the resource/capability?"

For each question, the answer simply has to be the same: yes. Under these conditions, the competence may be considered strength and distinctive competence.

The basic premise of the theory is based on the resources that the organization can be successful if achieve and maintain competitive advantage implementing strategies that create value, and for which there are no substitutes, and there is no possibility of easy imitation and copying [7 Barney J.B., Clark D. N, 2007].

However, it is not uncommon for organizations to gain an advantage, although operated in unattractive environment with high levels of threats and low-level and opportunities. Even the most careful and the most complete analysis of competitive organizational environment cannot explain the success of a business. Such explanations must involve organizational internal factors i.e. the strengths and weaknesses of the organization as a source of competitive advantage.

Generally, power is inherent capability that organization can use to achieve strategic advantage, while the weakness is inherent limitation that leads to strategic delay for the organization.

The development of a competitive strategy depends on the possibility of including a complete perspective of strengths and weaknesses. Unique strengths may be located in different functional areas and affect operations of the entire organization. The problem is that many organizations, especially large companies, have only vague and inadequate notion of the nature and extent of the competences at their disposal [8 Jain, S.C. 1999]. Although the strengths and weaknesses may be found in the functional areas of the organization, they can result from an abnormal interaction be-



tween functions. Thus, internal factors of organizations do not exist in isolation, but are combined in the functional areas, and between different functional areas to create synergetic effects.

As the strength or weakness in one functional area of the organization affect the performance of the other functional areas, it is extremely important to timely and accurately determine the state of the internal factors in each relevant functional area or subsystems of an organization. However, not all factors are equally important, so that attention is directed towards those factors that play a key role in achieving business success or failure of a particular organization. The first step in this regard is to assess the status of various internal factors in the functional areas and to identify factors that have a strategic impact on business success.

3. TECHNOLOGY MANAGEMENT COMPETENCIES

The basis for the establishment of an integrated model of technology has four basic components: hardware, software, orgware and brainware. Mere possession of technology resources in the enterprise sector, at the economic level, does not automatically mean that it has the technology and expertise as a necessary condition for competitiveness, which includes:

- Competence in technology purchases that includes competence to decide on the sources of new technology, its own research and development efforts and/or purchase of ready-made technology of domestic and/or foreign origin; competently gathering of bids in case of purchase of ready-made technology; competitive selection of activities and selecting technology, competent negotiation with potential seller and competent contracting; carrying out procurement in a competent way and realization of the purchase.
- Adapting technology to implement means competency that the new technology be enabled for the successful exploitation as soon as possible;
- Implementation of technology means its competent use and exploitation during its life cycle. That role can be determined precisely starting from the model that integrally connects the five key competency-based technologies of company in achieving competitiveness competencies:

- a) The competencies based on management and strategic orientation;
- b) The competencies based on resource;
- c) The competencies based on transformation;
- d) The competencies based on output;
- e) The competencies based on the ability to achieve cooperation and network

The strategy of technological competitiveness of enterprises is built by strengthening technological competence thus developing feasible strategy dependent on the real competence of companies, branches, sections, regions, economy, and country. Technological competitiveness is built on strategies that rely on key competencies and technologies, and alternative strategies are graded based on the degree of mastery of core competencies:

Imitation strategy with basic orientation towards improving efficiency in the application of technology with the dominant strategy of low costs and competitive price, redesigning manufacturing process,



Modifier strategy builds a reliance on training efficiency and improving the quality of technology with further improvement of technology process and improving product quality, Follower strategy has support in improving the efficiency and effectiveness of the training process and diversifying and improving its products.

Leader strategy has support in proactive market approach, improving efficiency, developing new technologies, products and processes.

Competence of generating new product technology and process means the ability to create ideas, develop and continue to develop until the application in practice.

4. RESUME

Giving the priority to the balanced economic, social and cultural development without harming the environment, may be the only way to allow future generations to develop at the same level or higher. The concept of sustainable development lies in the correlation of economic growth and the environment and the mutual interaction and complementarity of development and environmental policies that respect the laws of ecological systems. It is focused on the conservation and protection of the environment and the rational use of natural resources of the state and on raising the quality of environment and quality of life.

The concept of knowledge management is one of the main ways in which the challenges and dangers of modern and unpredictable business environment will convert into the chance of successful operation of modern organizations and basis on this to build competitive advantage. A knowledge management should be seen as an investment in the intellectual capital that will ultimately create higher IQ employees. The idea of intellectual capital is not only a managerial concept. Intellectual capital (that was considered earlier) is a kind of intellectual property value of the company and knowledge of its people [9 Bill Gates and Collins Hemingway, 2001:19-20]. It should be noted that the digital information was present three decades ago, but largely, still works on the old automated processes.

Trends of using digital technology for new processes that radically improve the business, enabling full utilization of employee skills and processes that provide quick answers in the world of business are encouraging. Tools to achieve these changes are available to anyone more or less. New technology is changing the nature of work and the quick implementation of the technology encompasses improving its own tasks [10 Gary Dessler, 2007:6].

Improvements of productivity using IT systems for human resources, in the sphere of society, can be realized as a radical transformation of human nature, i.e. the creation of a "new man." However, new technologies usually require a more flexible workforce, which leads to the removal of clear organizational differences among groups of workers. It is a stimulus in the search for the magic formula. This gives the harmonization of working conditions, so that all employees work the same amount of hours and have equal opportunities regarding training [11 Derek Torrington, Laura Hall, Stephen Taylor, 2004:583]. Implementation of the human resources information system is one of the largest, though under-examined organizational changes [12 Derek Torrington, Laura Hall, Stephen Taylor, 2004:117]. This could be based on a new structure of social relations.



The growth of technological innovation and highly complex division of labor, create huge increase of demands for technical expertise at all levels of the economy, and hence the demand for people who, to put it simply, "more think than they do." This applies not only to scientists and to engineers, but also to all the structures that support them.

There is no alternative; the modern economics has to be innovative in total. "People will never degenerate and the growth and development of human wisdom will not end [13 Robert Nisbet, 1969:81]."

REFERENCES

- [1] Detaljnije: Manuel Castells, (2000): „Informacijsko doba: ekonomija, društvo i kultura“, *Uspón umreženog društva*, Golden Marketing, Zagreb, str. 9-10.
- [2] „Ljudski kapital definiran je kao znanje, iskustvo, sposobnosti, umijeće kreativnosti i inovativnost pojedinca. Da bi se iskoristilo znanje pojedinca potrebna je jednako inteligentna organizacija koja će iz svakog pojedinca izvući najbolje i voditi ih ka određenom cilju.“ <http://wikipedia.org>
- [3] Vidi: Max Weber, (1989): *Protestantska etika i duh kapitalizma*, Veselin Masleša – Svjetlost, Sarajevo, str. 23.
- [4] U tom okviru treba razmotriti sve aspekte postojeće akreditacije univerziteta, fakulteta i studijskih programa, primene Bolonjske deklaracije i Zakona o visokom obrazovanju, da bi se obezbedila podloga za razvoj u budućnosti. Detaljniji program XIII naučnog skupa *Trendovi razvoja: „Akreditacija bolonjskih studija“ – TREND 2007 – raspoloživ od 27. 02. 2007.* www.ftn.ns.ac.yu/trend
- [5] Grant, R. J., *The Resource-Based Theory of competitive advantage: Implications for Strategy Formulation*, California Management Review, 33, 1991, 114-135.
- [6] Jenster P.V., Hussey D.E., (2001): *Company Analysis: Determining Strategic Capability*, Wiley, New York
- [7] Barney J.B., Clark D. N., (2007) : *Resource-Based Theory*, Oxford University Press
- [8] Jain, S.C.,(1999): *Marketing: Planning & Strategy, 6th edition*, South-Western Educational Publishing.
- [9] Bill Gates i Kolins Hamingwaj, (2001): *Poslovanje brzinom misli*, Prometej, Novi Sad, str. 19-20
- [10] Gary Dessler, (2007): *Osnovi menadžmenta ljudskih resursa*, op. cit., str. 6.
- [11] Derek Torrington, Laura Hall, Stephen Taylor, (2004): *Menadžment ljudskih resursa*, op. cit., str. 583.
- [12] Derek Torrington, Laura Hall, Stephen Taylor,(2004): *Menadžment ljudskih resursa*, op. cit., str. 117.
- [13] Robert Nisbet, (1969): *Social Change and History*, Oxford University Press, Oxford, , p. 104. Citirano prema: Francis Fukuyama, *Kraj istorije i poslednji čovek*, op. cit., str.



TRENDS IN HUMAN RESOURCE MANAGEMENT

Jović Bogdanović Adriana¹, Jović Goran²

¹Banka Poštanska štedionica, Leskovac, Serbia, adajovic@yahoo.com

²Dunav osiguranje, Leskovac, Serbia, goran.jovic@dunav.com

Abstract: Human resources are the wealth that an organization has, or that it is available to it and that is in the people, and something that people bring with them. Emphasizing that it is "a wealth" or "equity" of a company, means that human resources cannot be simply reduced to "labor" or "labor costs." It is important, therefore, to treat human resources as an asset that should be preserved and enhanced, make it worth investing in and make it to be something that cannot be managed simply by reducing costs or to allow the increase of labor costs, regardless of wasting that wealth. As our main hypothesis is based on the fact that the modern human resource management is new, challenging and important concept of human resource management, which a company uses to achieve its strategic goals, while evaluating people as its most valuable resource, in this paper the focus will be on the latest trends in this field.

Keywords: talent management, human resource management in the future

1. INTRODUCTION

Modern managers spend much of their time interacting with the people around them, clients, associates, colleagues in a company. Successfully fulfilling the role of manager means effective communication in all these interactions.

Functioning of a company cannot survive without adequate productive resources, and people, with all their abilities, are one of those resources called human resource. Human resources are very important for the company. People affect the economic efficiency of enterprises. They create and produce goods and services, control quality, sell products, manage finances, and set the overall strategy and goals of the organization. Without effective people, the company could never accomplish its goals.

For a company to survive, develop and grow it is necessary to pay attention to the management of human resources, which are the most important resource of modern business. In order to offer high quality products and services, a number of employees that match the scope of work, knowledge, personalities, and requirements arising from the content business and company goals are needed. From employees are expected not only physical strength, work-



ing knowledge, obedience, but also technical and professional skills, creativity, innovation, high motivation and appropriate organizational behavior. Employees will express and develop their full potential only in the organizational environment where sufficient situational leadership is provided, motivating of employees with respect to their individual needs, with open channels of communication in both directions, as well as the democratic culture and climate. "Motivation is the psychological characteristic of humans that determines the extent to which a human is committed to activity. Motivation is one of the most important factors in the advancement and education of the individual. Development of general and specific skills and knowledge of the individual in the learning process depends on the motivation", states prof. Kastratovic.[1]

No matter what business you are dealing with, all managers and leaders have the same obligation and that is to bring jobs to the region, i.e. that the results of their work are to be seen. To achieve this, except the high level of organization and talent, a good planning and delegating tasks, it is also very important to be ready to take action and get moving their own employees. This initiative and the ability to turn ideas into action is the key to success.

Managers who want to achieve such results should not wait for the perfect conditions. If you are a manager and you are waiting to put all the pieces together, then surely you will not have your 15 minutes of fame. There will always be something that will stop you or will be used as an excuse that you could not do what you needed to do. There is no ideal time to begin the work, it is necessary to take action right now and face all the obstacles that arise. Each obstacle in fact is a challenge to win.

The goal of the modern human resource management is to predict the future and to create such a position, in which the person will do best he/she can.

2. CAREER PLANNING AND DEVELOPMENT

Career development aims to connect the needs, knowledge and skills of the current and future needs of the company (the right people at the right time in the right place). It is a continuous and organized process based on the premise that people are the most important resource in a company. It is important to emphasize this is a dynamic process that lasts a lifetime, and in which there are five different stages, characterized by different goals [2]:

Preparation for the job - the stage where the emphasis is on the development of personal professional image, evaluating alternative professions, creating an initial occupational choice and acquisition of appropriate education

Employment – this stage encompass collecting job offers, the choice of a suitable job based on the collected information. This is a very important stage, because the individual is employed for the first time and has high expectations.



Early career – this stage encompass learning work, organizational rules and norms of behavior, fitting in the selected profession and organization, increasing competence and achieving personal goals.

Mature career – the stage of early career assessment, reaffirming or modifying personal goals and selection of goals more appropriate to middle age

Late career - the stage of maintaining productivity at work, maintenance of complacency and preparing for retirement

Career management is the process in which enterprise management is planning and following, evaluates, deploys, develops and directs employees and their potentials in order to provide the required number of qualified people and optimal utilization of their knowledge, skills and abilities.

3. KNOWLEDGE MANAGEMENT AS A HUMAN RESOURCE

What is "a learning organization"?

The basic definition would be: "A learning organization is one that simplifies the process of learning to all its members and continuously transforms itself in order to achieve superior performance," [3]. Today, knowledge is a key organizational resource. Modern organizations are increasingly dependent on knowledge and less on the financial and other resources. Therefore, management as science turns to knowledge, to study new skills and new business opportunities. As V. Krmpot states: "Knowledge is an economic factor which does not get depleted by use; on the contrary, the value of knowledge for a certain economy stems from sharing knowledge with others".[4] Managers tend to be first and best in the business, the first to reach the new information and new products to sell on the market. Moreover, most importantly, we all want our product to be well known, sought after in the market, and sold well, of course.

Knowledge management involves the adoption of collective knowledge in order to achieve the business objectives of the company. In short, knowledge management has a role to ensure that people have the knowledge they need, where they need and when they need it, i.e. the right knowledge at the right place and at the right time. [5]

The goal of modern organizations is that all business processes are seen as a process of knowledge. This includes creation of knowledge, its expansion, upgrading and implementation throughout the organization. Modern organizations are looking for ways to create additional value through the identification, implementation and use of knowledge in a unique way, a process that is partly science, partly art and partly luck. Organizations and managers need to strive for the creation of more explicit knowledge, which is collective by its nature. Learning strategies should be focused on the future in terms of both explicit and implicit knowledge.[6]



4. TALENT MANAGEMENT

Talent management is defined as the process by which employers anticipate and meet their human resource needs. As already mentioned, the main challenge and aspiration of every modern organization is to provide the right people with the right skills at the right place, which is also the general definition of talent management [7]. During recent years, experts from various fields realized that good talent management is extremely important for productivity and employee motivation. However, a great importance was not paid to the impact that talent management has on the perception of the management by the staff, the level of job satisfaction and staff turnover.

Experts say that people naturally want to get feedback on their work and want to know what to expect in the future, and companies are aware of this and take care of this, so they have an advantage over their competitors. Such companies will achieve better results, employees will be more loyal, and employment and training costs are going to be lower.

Here is the example of what is happening in our country, Serbia. Young people, young talents, our children that finished colleges here and wait on the lists of the employment bureau leave the country because the world is crying out for our people, for our experts, which largely abandon us because here won't or cannot see their talent.

5. CONTROL MECHANISMS OF HUMAN RESOURCES MANAGEMENT

Human resource management, under this name, occurs in organizational theory and practice in the early twentieth century. Human resource management is a part of the management sphere and is based on the theoretical and practical knowledge in the field of psychology. The question that often arises is whether this branch of organizational science is just the new name for the former personnel service.

Human resources management is no longer the extra service or function; rather it is an integral management function of a major importance and requires strategic vision. Even Nonaka noted the skills of the companies to transform tacit (hidden) knowledge into explicit one, which is the crucial thing of human resources. [8]

Practice has shown that management usually begins to take notice of this logic by examining its policy of human resources only when the company is under intense external pressures. Under the burden of fighting to maintain competitiveness, companies that are most vulnerable tend to easily and incautiously import some popular models of human resource management, even when doubts about their applicability to their situation. They usually have little time, money and will to engage in long-term systemic changes. When they were able to continually build their human resource management policies, at the time when they were not affected, the companies failed to realize the reasons for its review. Such companies realized that people could be viewed as an asset, not simply as a cost of the company, no less than is the case with the factory plants, in the physical sense, or financial resources. They, moreover, understood that human resources are the safer backbone of the development than natural and financial resources.



Modern management concept, which manages human resources, is engaged in strategic, individual and social aspects of people in the organization. In addition, this aspect of management takes into account the competition including decisions and actions in managing people who create or support a competitive advantage.

Human resources department within the company ideally should include a team of experts, psychologists for jobs analysis process, selection of candidates, training new employees, orientation and retraining of workers, legal services, as well as the HR team should function as eyes, ears and voice of all employees. However, many companies opt for the option of engaging specialized agencies for human resources, which are in striking expansion.

Current trends are moving towards active job search, so many agencies are working not only for clients such as large companies, but also for individuals seeking the appropriate employer according to desires and abilities of the candidates. All those who are looking for a job for a first time or are between jobs, probably have so far met with some of these agencies, or have already become a part of large databases - human resources database.

Human resource management will have to become "more human", i.e. will have to show more understanding to meet the needs of the employees. In the future, human needs will become an increasingly important element of human resource management. In a work environment where knowledge and intellectual capital are human resources, employees will have more opportunities for mobility. Talented employees will have the opportunity to choose and often change jobs, and employers will seek to meet their personal and professional needs, and to provide an adequate labor force.

The review of the experts' forecasts from the human resources management published in the October edition of the famous "Workforce Management" magazine [9] confirmed this. The survey was conducted in order to forecast the future situations in six specific areas of human resource management:

- *The flexibility of the job,*
- *A global business,*
- *Work and Society,*
- *Staff development,*
- *Definition of tasks,*
- *The strategic role of human resources management*

A control represents the last stage in the process of management. The activity involves observing and explaining the possible deviations in relation to what is planned, and takes corrective actions. A control is closely associated with the planning phase, as it can be controlled just as planned. The importance of control is to promptly detect and explain deviations and proposing corrective actions contribute to achieving faster and better planning decisions. The existence of the authority of its implementation can punish or reward individuals.

As the essential characteristics of the environment in which operate the modern management of the company, we need to specify:

- Existence of competitive conditions,
- Domination of the economic criteria of business in the company,



- Existence of dominant share capital,
- That managers are professionals, i.e. there is an organized work regarding their education,
- There is a securities market, etc.

6. ELECTRONIC EVOLUTION AND HRM REVOLUTION

In our organizations, usually the first form of the electronic communication with employees and between employees begins with the classic e-mail messages (usually disparate e-mail addresses through various Internet service providers), this step represents the next stage in the development of relationships with employees using electronic resources.

Domestic development of use of electronic resources in communicating with employees usually do not start by creating internal network (usually, a system of connecting computers via intranet) for connecting business processes between employees. The reason for this is not material, but the fact that computerization is not seen as an investment rather as an expense. These organizations successively acquire computers positions, often not connected, with a great number of internet access points.

Then follows the creation of an intranet network, through which the exchange of e-mails between employees is performing. At the start, these networks usually do not have specific applications that monitor a complete business process (ERP - Enterprise Resource Planning/ software). After that, the networks in the dislocated parts of the organization are developing, which are interconnected via the Internet (so-called Extranet). Some firms that have such facilities do not use them in the best way. However, there are exceptions, which can serve as a good example of Internet e-mail and intranet paging communications (www.icq.com), where there are detailed procedures of communication between jobs, and ways to communicate with the top management.

7. RESUME

Everything mentioned so far is the basis for management development. Management is a method of managing organizational system, and therefore companies as carriers of economic activities in terms of market forces.

The modern concept of human resource management involves a systematized knowledge of the human resources management, its elements (structures and processes) and the relationships between them. [10]

To make this concept a practical and applied, it is necessary, in addition to providing the optimum number and structure to ensure the development of corporate culture in line with the needs of the organization, the selection of appropriate models to motivate employees to work, improving interpersonal relationships, the constant development of enterprises and employees. However, in order to achieve this goal, following prerequisites are necessary: optimization of the organizational structure, the application of a process approach in organizing administrative processes, redistribution of responsibilities for decision-making on human resources



through decentralization of authority and increasing responsibility for decision-making and behavior of employees, the establishment of appropriate specialist human resource teams, and most importantly, the development of human resources should be treated as a priority job. The reasons for introducing the modern concept of human resource management are many. First of all, it can provide better operational effects, increased productivity, faster adjustment of the company to the environment, steady and consistent growth, maximize the use of the creative potential of employees, long-term assessment of human resource needs, effective and efficient decision-making on human resources, increase the level of motivation of employees, etc.

Human resource management is gaining importance in domestic enterprises and there is a justifiable need for the introduction of its modern concept. Necessary changes are developing slowly, but given the fact that the knowledge in this field increases on a daily basis and that significant changes are taking place in the education of managers and HR professionals, the trend is improving. Many owners and top managers realized that the key of the successful business and maintain competitive advantages is in human resources management and its continuous development.

REFERENCES

- [1] More about methods of motivation can be found in: Kastratović, Edita, et al, „Methods of Motivation in Educational Institutions“, *International journal of economics and law*, Vol. 2, No. 4, ALFA University, FORKUP, 2012, str. 16
- [2] Čamilović, S. i Vujić, V. (2007) *Osnove menadžmenta ljudskih resursa*, Tekon-Tehnokonsalting, Beograd, str.269
- [3] Preuzeto sa: <http://megatrender.blog.co.yu/blog/megatrender/megatrender-10/2007/09/07/organizacija-koja-uči>.
- [4] Krmpot Vera, „New Economy – Knowledge Economy“, *International journal of economics and law*, Vol. 2, No. 4, ALFA University, FORKUP, 2012, str. 62.
- [5] Đorđević- Boljanović J. (2009); *Menadžment znanja*, Data Status, str, 119
- [6] Više od navedenog možete videti u Milan Radosavljević, Dorosenko Yuri, Radosavljević Života, *Strategy for Learning from Failure*, MK ANTİM 2012, Beograd, Srbija, pp. 394-401)
- [7] Mašić, B. i Đorđević-Boljanović, J., *Liderstvo i menadžment znanja u funkciji kreiranja konkurentske prednosti*, Časopis Lider-Direktor, broj 7, godina II, septembar / oktobar 2008., str. 35 – 44
- [8] Nokana J.:(1991): *The knowledge- creating company*, Boston, Harvard Busines Review
- [9] Preuzeto sa <http://www.posao.hr/karijera/predvidanja-o-upravljanju-ljudskim-resursima-u-2018-godini/248/>, u martu 2009.
- [10] Čamilović, S. i Vujić, V. (2007) *Osnove menadžmenta ljudskih resursa*, Tekon-Tehnokonsalting, Beograd, str.27



ИННОВАЦИОННО-ИНВЕСТИЦИОННАЯ ДЕЯТЕЛЬНОСТЬ В СЕЛЬСКОХОЗЯЙСТВЕННОЙ ОТРАСЛИ РЕГИОНА РОССИЙСКОЙ ФЕДЕРАЦИИ

Юдин А. Андрей¹, Чесноков П. Валерий²

Сыктывкарский филиал федерального государственного бюджетного образовательного учреждения высшего профессионального образования «Санкт-Петербургский государственный университет сервиса и экономики» (Сыктывкарский филиал ФГБОУ ВПО «СПбГУСЭ»), г. Сыктывкар, Республика Коми, РФ, ¹audin@rambler.ru, ²chesnokovvp@mail.ru

Аннотация: В статье представлены результаты инновационно-технологической модернизации сельского хозяйства региона Российской Федерации - Республики Коми. Разработаны сценарии влияния инвестиций в технологические инновации и направления усовершенствования технологических инноваций в отрасли АПК.

Ключевые слова: Инновационно-инвестиционная деятельность, сельскохозяйственная отрасль

1. ВВЕДЕНИЕ

Для сельского хозяйства большинства стран минувшее столетие завершилось перманентной агротехнологической революцией. Его устойчивое развитие предполагает переход от невоспроизводимых факторов роста к воспроизводимым. Вместе с тем, этот подход приобретает дополнительный смысл, связанный с цикличностью колебаний производительности в отрасли, вызванных природно-климатическими факторами, и ограниченными возможностями формирования запасов продовольствия. Подобные колебания делают непредсказуемой динамику цен на продовольствие, угрожают банкротством множеству предприятий и тем самым подрывают основы устойчивости и сохранности всей отрасли в целом [1, с. 190-191]. Чтобы этого избежать, многие государства разрабатывают и реализуют специальную систему мер поддержки сельскохозяйственного производства и доходов фермеров, стимулируют применение высокопроизводительных «индустриальных» технологий, позволяющих нивелировать действие природных факторов.

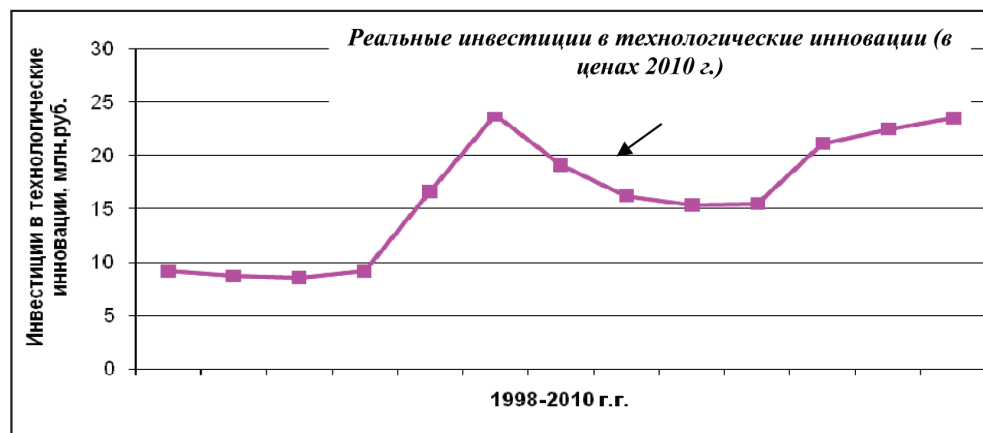


В связи с вступлением России в ВТО еще более возросла актуальность проблемы модернизации сельского хозяйства, и нет ей никаких альтернатив. Суть ее заключается в адаптивной интенсификации и экологизации сельского хозяйства путем поступательного освоения наукоемких агротехнологий в системах адаптивно-ландшафтного земледелия и многократного повышения производительности труда, активизации инновационных процессов.

2. РАЗВИТИЕ РЕГИОНАЛЬНОГО СЕЛЬСКОХОЗЯЙСТВЕННОГО ПРОИЗВОДСТВА

Объективная необходимость активизации инновационных процессов обуславливается особенностями и потребностями развития регионального сельскохозяйственного производства. Необходимо отметить, что Республика Коми не относится к регионам, где сельское хозяйство занимает доминирующее положение. Значительная часть инноваций в сельском хозяйстве Республики Коми финансируется за счет средств бюджета различного уровня, в том числе в рамках специальных государственных программ и проектов. В этом смысле инновационная активность в сфере сельскохозяйственного производства РК существенным образом поляризована – инновационные расходы осуществляются в конкретных хозяйствах крайне неравномерно (рис 1).

Рис. 1 - Динамика инвестиций в технологические инновации в сельском хозяйстве Республики Коми (в ценах 2010 г.)

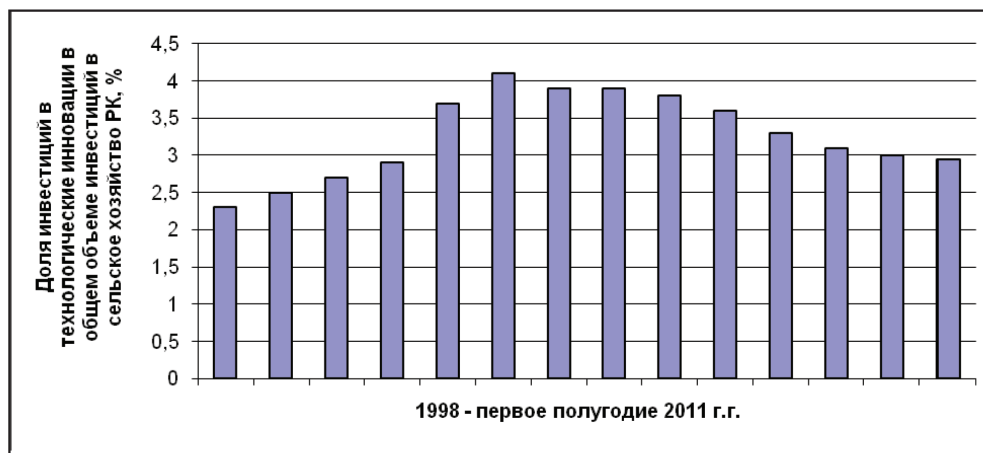


Как показано на рис. 2, в 1998 – 2010 гг. в сельском хозяйстве Республики Коми можно выделить несколько последовательных фаз инновационного процесса. При этом инвестиции в инновации продолжают концентрировать в сфере животноводства, в первую очередь в подотраслях птицеводства, затем растениеводства. В растениеводстве инновационная активность сконцентрирована преимущественно в овощеводстве.



Важным экономическим показателем является доля расходов на технологические инновации в общем объеме инвестиций в развитие сельского хозяйства (рис. 2).

Рис. 2 - Доля инвестиций в технологические инновации в общем объеме инвестиций в сельском хозяйстве Республики Коми



Следует отметить, что в среднем по сельскохозяйственным производствам развитых государств Западной Европы и США данный показатель варьируется в диапазоне 15-25 % [2, с.10]. В сельском хозяйстве Республики Коми в 1998 – первом полугодии 2011 г. максимальное значение данного показателя составило лишь 4,2 %, более того, в 2004 – 2011 гг. данный показатель имел тенденцию к уменьшению.

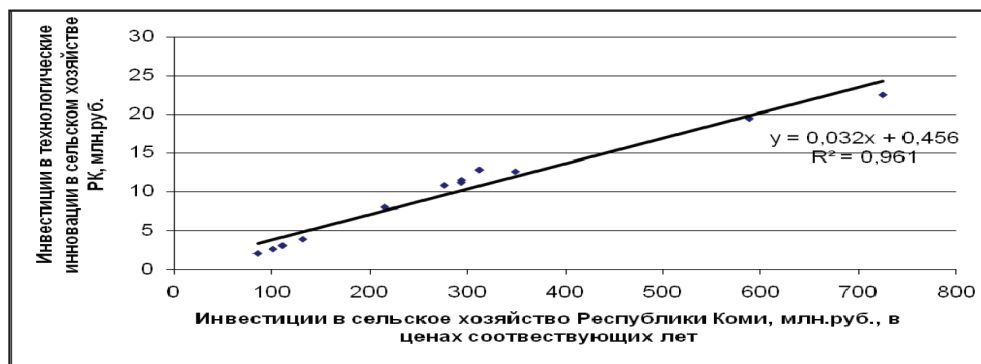
Для более полного исследования влияния инвестиционной активности на активность в сфере технологических инноваций воспользуемся инструментарием корреляционно-регрессионного анализа (рис. 3). Полученная экономико-статистическая функция является репрезентативной, о чем свидетельствует близкое к единице значение коэффициента детерминации (R^2). В идеале, с ростом инвестиционной активности предпочтительность инвесторов (самих сельхозпредприятий, государственного бюджета, инвестиционных компаний, специальных фондов и т.п.) к финансированию инноваций должна увеличиваться ускоренными темпами. Данный положительный маржинальный эффект является важнейшим условием долгосрочной комплексной технологической модернизации отрасли.

Однако, в 1998 – 2010 гг. для сельского хозяйства Республики Коми был характерен отрицательный маржинальный эффект. Так, при увеличении суммарных инвестиций в сельское хозяйство на 1 %, инновационные расходы на технологические инновации увеличиваются всего на 0,0329 % (коэффициент при факторной переменной). Тем самым, с ростом инвестиций вложения в инновации в сельском хозяйстве также возрастают, но все медленнее и медленнее. Фактически выявленная тенденция свидетельствует о том, что с ростом финансовых возможностей инвесторы предпочитают



крупные проекты простого воспроизводства уже имеющейся технологии или, в лучшем случае, продуктовых инноваций.

Рис. 3 - Влияние инвестиционной активности в сельском хозяйстве РК на активность в сфере технологических инноваций



Стремление к риску и вложениям в технологические инновации является вторичным. Это наглядно свидетельствует о необходимости активизации государственной политики стимулирования инвестиций в инновации в сельском хозяйстве с тем, чтобы «переломить» данный, достаточно негативный, нехарактерный для формирующейся в Республике Коми и Российской Федерации в целом экономики постиндустриального типа.

Кроме того, с целью совершенствования экономико-статистического анализа тенденций инновационной деятельности в сельском хозяйстве, по нашему мнению, целесообразно расширить критерии отнесения инноваций к разряду инновационных в статистическом учете. В настоящее время в официальной статистике инноваций имеет используется следующее определение: «Технологические инновации представляют собой конечный результат инновационной деятельности, получивший воплощение в виде нового либо усовершенствованного продукта или услуги, внедренных на рынке, нового либо усовершенствованного процесса или способа производства (передачи) услуг, используемых в практической деятельности» [3, с.89]. По сути, помимо прочего, в приведенном выше официальном определении смешиваются категории технологических и продуктовых инноваций.

По нашему мнению, следует расширить четко, указать направления технологических инноваций в сельском хозяйстве и использовать данные критерии инвестиций к разряду инновационных и в статистическом учете, и при разработке государственной политики по стимулированию технологических инновационных процессов:

- приобретение новой, более производительной техники и технологии;
- создание новой, более производительной техники и технологии;
- реконструкция основных производственных фондов;
- технического перевооружение основных производственных фондов;



- ремонт основных производственных фондов, вызывающий существенное увеличение их производительности;
- организационно-экономические мероприятия, приводящие к повышению эффективности использования техники и технологии аграрного производства.

Вызывает интерес и вопрос о том, каким образом инновационная активность влияет на динамику развития сельского хозяйства. Теоретически активизация процессов технологических инноваций должна вести к повышению урожайности, к увеличению поголовья в подотраслях животноводства, к ускорению оборачиваемости средств сельскохозяйственных предприятий в целом, и, соответственно, к увеличению объемов выпуска продукции.

Как показано на рис. 4 - 5, возможны два сценария влияния инвестиций в технологические инновации, как в растениеводстве, так и в животноводстве Республики Коми. Пессимистический сценарий исходит из предположения инерционного развития сферы технологических инноваций в соответствующих подотраслях сельскохозяйственного комплекса РК, сохранения диспропорциональной, концентрирующей на достаточно узких технологических направлениях, недостаточно системной организации и реализации инноваций, их низкой результативности, приоритета приобретения импортной техники и технологии над собственными региональными сельскохозяйственными НИОКР.

Рис. 4 - Варианты функций влияния инвестиций в технологические инновации на объем продукции растениеводства Республики Коми (2000 – 2010 гг.)



Оптимистический сценарий исходит из предпосылки дельнейшей активизации государственной инновационной политики в сельскохозяйственном комплексе, признания руководством сельхозпредприятий инновационного пути развития в качестве единственно возможного и эффективного в стратегической перспективе, повышения

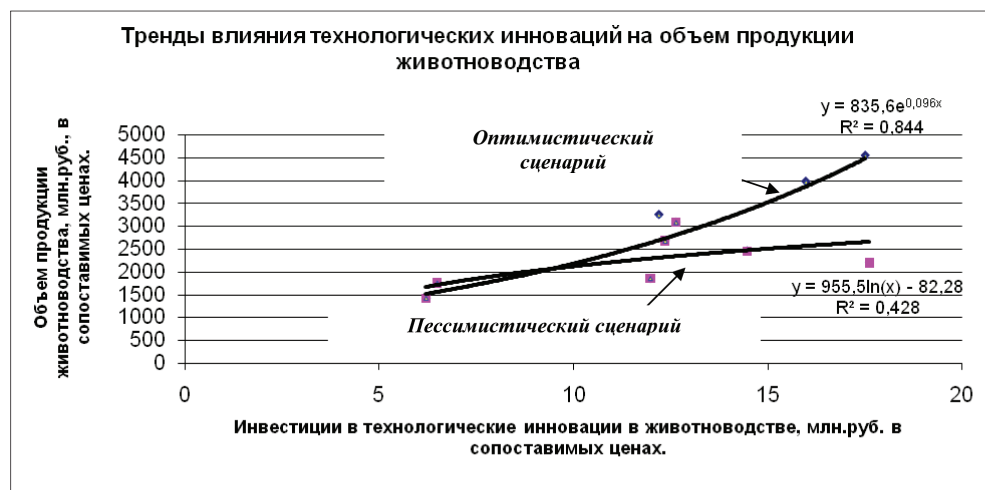


степени доступности финансовых ресурсов, которые могут быть направлены на цели инвестирования в технологические инновации.

При этом необходимо отметить, что и по растениеводству, и по животноводству РК вероятность реализации оптимистического сценария, при прочих равных условиях, выше. Об этом свидетельствуют более высокие значения коэффициентов детерминации регрессионных моделей (R^2) в рамках оптимистического сценария.

Статистически оптимистический прогноз исходит из усиления позитивных тенденций развития инновационной сферы в 2007-2010 гг., пессимистический – из тенденций ее инерционного развития в начале и середине 2000 гг. Фактически, как показано на рис.3 и рис.4, чем выше наклон функции (графическая интерпретация эластичности), тем более эффективно влияют технологические инновации на темпы развития соответствующей подотрасли сельского хозяйства.

Рис. 5 - Варианты функций влияния инвестиций в технологические инновации на объем продукции животноводства Республики Коми



3. ВЫВОДЫ

На наш взгляд, в части представления инновационных проектов развития сельского хозяйства РК целесообразны следующие усовершенствования:

1. Информация по инновационным проектам должна быть унифицированной и максимально выраженной количественно;
2. Не все из имеющихся в Министерстве экономического развития РК инновационные проекты собственно являются инновационными. В частности, проект «Строительство животноводческого комплекса на 400 голов КРС» с требуемыми инвестициями в 400,0 млн.руб. явно является в целом традиционным - воз-



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

можно, он имеет некоторую инновационную часть, которая, по нашему мнению, должна быть выделена в отдельный проект;

3. Следует рассчитывать не только срок окупаемости, но и иные параметры эффективности инвестиций, в том числе основанные на дисконтировании, такие как NPV, IRR и др., которые имеют принципиальное значение для потенциальных инвесторов;
4. Необходимо оценивать уровень риска по каждому инновационному проекту – возможно, представлять финансовые параметры его реализации в разрезе оптимистического и пессимистического сценариев реализации.

БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] Райнерт Э.С. Как богатые страны стали богатыми, и почему бедные страны остаются бедными. - М.: Изд. Дом Гос. ун-та – Высшей школы экономики, 2011.
- [2] Яковец, Ю.В. Стратегия научно-инновационного прорыв // Экономист. - 2002. - № 5. - С. 3-11
- [3] Республика Коми в цифрах. – Сыктывкар: Из-во Федеральной службы государственной статистики по Республике Коми, 2010. – 232 с.



LOBBYING AND INTEREST GROUPS

Kalićanin Zoran ¹, Kalićanin Milica ², Ugrenović Jelena ³

¹ALFA University, Faculty for Strategic and Operational Management, Belgrade, Serbia,
zoranmkalicanin@gmail.com

²ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia,
milica.kalicanin@fpssp.edu.rs

³Master student on Lincoln University, Oakland, California, USA

Abstract: *The practice of lobbying is the most developed in the U.S., where this activity is regulated by federal regulations and as such is part of the system. These regulations define that data on cash payments for lobbying activities is public. In order to achieve an influence in the Senate and Congress, large financial resources, experts' knowledge and research techniques are engaged, and this job is usually left to specialized lobbying organization.*

Keywords: *lobbying, interest groups, lobbyists, lobbying ethics, lobbying techniques*

1. INTRODUCTION

At the beginning of the 21st century, globalization has imposed different systems and models in international relations, which is a consequence of the integration process. In previous periods, at the international level every state had its own strategy. Today, globalized world defines the international standards in the sphere of economic and political relations. This means that each country and the economy in particular have to be harmonized with global politics. In such a global policy, different objectives of national economies are determined, which can be identified with the goals of integrated groups (e.g. EU). Nevertheless, any country must provide answers to important questions to methods and models, both in the area of negotiations, and in the lobby area. Lobbying is definitely a very important job that is now entrusted to specialized institutions and individuals who have a high level of competence.

Definition of lobbying: - "Lobbying is an activity of agents of special interest groups that apply pressure on public officials, especially legislators, in order to achieve an impact on the decision-making process or legislation" [1, 278].

"...Lobbying, one of the usual political activities in a democratically organized societies (i.e., in all political systems) ..." [2, 1]. "Lobbying is an instrument of commitment; an organized



attempt of an individual, organization or group of individuals and/or organizations that affect the interests of particular parties involved in the preparation and execution of the law" [3]. "Lobbying is a special part of public relations that builds and maintains relationships with government institutions, primarily with the aim of influencing the legislative and other regulations; mainly takes place through informal contacts with the authorities," [4].

Analyzing the given definitions, can be seen that the lobbying is activity defined as an instrument or technique of different scientific disciplines. Michelle Klamann [5, 24] provides the notion of forming a mix of lobbying law, politics, economics, diplomacy and communication, which leads to the conclusion that multidisciplinary approach to this area, is necessary. It can be concluded that the terms "lobbying" and "lobbyists" were not subject of theoretical generalizations in an appropriate manner, in order to reach agreed definitions of these terms. The definition of lobbyists Thomas and Hrebenar [2, 20] can be set aside; they found that people who engaged in lobbying could best be determined by establishing the activities they undertake.

2. INTEREST GROUPS

The study of the scope and methods of realizing interest is essential for understanding the particular policy of the country. When it comes to organized special interest groups, depending on the context, they use several terms - interest groups, lobbies, pressure groups. Organized interest groups are developing in Western democracies driven by societal changes and expansion of state actions.

Interest groups can be defined as organizations that are partially independent of government and political parties, which, directed by a series of activities, trying to influence the public policy. Unlike political parties, which use the direct election system in struggling for power, interest groups want to make an impact on the established power structures. Consultations between the government and interest groups are taking place in such a way that interest groups, provide information and technical advice to governments required for the adoption of policy-sensitive, and in return, privileged groups get the opportunity to influence decision-making at an early stage.

Interest groups can be divided according to whether they are based on community or association. Links based on community are created by birth (family), not voluntary membership. At the other end of the spectrum are link based on the association, which are created for specific common goals (e.g.: Environmental Protection Associations, etc.). Links based on the community are dominant in developing countries and those based on association in developed countries. Based on this scale, it is possible to distinguish four types of interest groups [6, 184-188]: - custom (ethnic group, tribe, caste) are groups that are not formally organized, but they are part of the social life; institutional (army, bureaucracy, church) large formal institutions that do not exert political pressure, but they are often drawn into the political process and significantly affect them; protectoral (trade unions, employers' associations and trade associations) are formally organized groups that exist to protect the material interests of its members; promotional (environmental groups, etc.), which are established to promote ideas, identities, politics and values.



Analyzing the work of interest groups, in addition to consideration of their role and importance in the domestic environment, we should not overlook the international dimension of their work. In line with the globalization process and the large number of existing international institutions and regional integration, there is a redistribution of traditional interests within a country. In the current complex environment and the state, interest groups are forming in the search for ways in which they could exercise influence in international bodies. The result is that today most of the participants in the political arena are at the same time lobbyist and lobbying facility, and to understand the political, economic and legislative process it is necessary to reveal who is lobbying for whom, how, with what resources and how much successful.

3. ACTIVITIES OF THE LOBBYISTS

Direct advocating for a particular issue facing policymakers is really just one of the elements of the lobbying campaign. They can be identified by the following key activities undertaken in order lobbyists to influence institutional structures [2, 7-15]:

Atmosphere setting is often the first step with which customers want to approach an issue to certain key individuals in question. In this regard, the interaction with decision-making is not primarily aimed at addressing the current issues, but tries to ensure the achievement of long-term relationships based on the existence of trust, credibility and consulting positions that will be implemented to influence government policy in the future.

Monitoring lobbyists often cite as a key activity in the business. Monitoring provides a continuous stream of information that is the basis for researches, stating it is beyond the scope of collection and analysis of information that are part of various published materials. Monitoring expands the comprehensive observation and recording details in communication, behavior, and habits of the individual systems. Statement of Julius Hobson, a lobbyist of the American Medical Association is "... My job is to get the information, and I will not achieve it if I am the one who talks... Information we receive are the essence of our task." The objective of detailed monitoring, research and analysis of information is to create a message about a matter that is of public importance and determine the most efficient ways for communication with policy makers. We have identified three possible ways in which this could be achieved. The first of the options and one of the most efficient methods in the theory are so-called thematic or approaching policy makers on the basis of issues. Applying this approach, lobbyists essentially are trying to point out the common interest of institutional/government representatives and their clients. Lobbyists acting as a liaison between government representatives and those they represent, providing the exchange of information that influences decision-making. Lobbying is based on the concept of achieving lasting relationships with government structures. Another method that is used is called access-based approach, which indicates the growing importance of having personal contacts in relation to the knowledge of the actual problem. The application of this approach, in extreme cases, emphasizes too much on image building, and ignores the point. A third alternative is so-called process-based approach and it is based on knowledge of the legislative process, emphasizing that understanding of decision-making processes is crucial to the realization of the contact and lobbying.



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

Advocacy and influencing is related to the question of whether lobbyists should directly represent certain issues on behalf of its clients in contact with politicians and officials. Solutions may be different. In some cases, lobbyists receive official position and role within the organization they represent. However, a common practice in Brussels and Washington points to the development of the profession away from direct representation. In this case, lobbyists do not lobby directly to decision makers, but also advise clients on how to best represent their own interests in contact with officials. Therefore, lobbyists create strategies and manage the entire process of lobbying, and the clients are the ones who directly transmit message.

Application of pressure as the activity of lobbying in the European Union is relatively undeveloped compared with U.S. practices. It is based on the existence of opportunities to activate a broad network of people, whether they are citizens or in the target group of individuals, such as certain areas experts, academics, media agencies, religious leaders and the like. Numerous studies indicate that lobbyists get in contact and cooperate with those who are similarly committed, and are primarily directed to a group of officials who has not taken a firm stance towards the current issue.

Coalition Building is a tactic that can be used to achieve significant results. Groups that have the common interest to achieve a certain result of the issue, are beginning to cooperate in order to achieve that result. These coalitions are usually temporary. Former partners can be found on opposite sides on other grounds. However, this is often used.

Activities of lobbyists systematized in this way can be described as common to both observed systems (U.S. and EU) and the differences in lobbying practices stemming from the specific institutional framework, the decision-making process, as well as different cultural influences. Brussels is increasingly compared with Washington, because of the growing political importance of the concentration of administrative power in one place. Brussels received such status because three central EU institutions - the Council, Parliament and Commission are located in the city. At each new stage of integration, the impact of these institutions varies, depending on which area it is. Precisely because of the changeable character of importance and authority, the EU institutions are different from any other state organization, and the work in this area, further complicates the existence of the large number of different official languages. Therefore, one of the primary requirements that lobbyists in Brussels must meet is good knowledge of foreign languages, with appropriate analytical skills, patience and professional traumas.

4. TYPES, METHODS AND TECHNIQUES OF LOBBYING

According to the way in which communication is achieved with the decision-makers, lobbying can be divided into direct and indirect. In addition to direct and indirect lobbying, interest groups can exercise influence indirectly through the political parties. In theory, parties and interest groups have a different role. The parties will achieve the goal if they come to power, while interest groups tend only to influence, regardless of which party is in power. Parties establish their operation based on ideological goals, and interests of the lobbies, which makes them more flexible. Despite various tasks, a relationship between parties and interest groups in some cases can be extremely close, as some political parties in practice emerge as a branch



of the interest groups. Thus, interest groups and, in some cases, convert into so-called "parties of interest" that would represent their interests.

As one of the forms of organization of interest groups, there are demonstrations and outbursts of violence as a way to express the dissatisfaction of those who have lost confidence in the government. Peaceful or violent demonstrations and street riots, certain groups use as a means of additional pressure on the government. Mass protests have marked the end of communism in Eastern Europe, and a fresher example are recent street riots among France's Muslim population and disaffected citizens in Greece, Spain and Bulgaria.

4.1. DIRECT LOBBYING

Direct lobbying is considered communication with representatives of institutions involved in the decision-making process, for example, members of parliament, senior representatives of local authorities, etc. In this way, a direct impact on the anticipated consequences of reporting, providing support, apply pressure, reaching a compromise, and others achieves. Direct lobbying means that the organization represents its position on certain legislation directly before legislative or other government officials, employees, or specialized government agencies involved in its formulation. The methods used in direct lobbying are meetings, phone calls, direct mail and other forms of contemporary correspondence. It is about establishing a personal communication, where the communication skill itself is the essential for successful representation of a particular case.

When it comes to verbal communication with the conversationalist, a special attention is paid to the process of implementation of the first meeting, which may be decisive for the further relations with the other party, both in terms of objects, as well as for future cooperation on other issues. The presentation should be concise with appropriate arguments, and it is necessary to collect all relevant information about the conversationalist and existing projects. In written form, the signatory turn to the appropriate official, through private correspondence. Since this is a conversation with a public official, such a correspondence becomes part of certain items, which is why it is necessary to pay attention to the form of letters and the merits of the facts. The advantages and disadvantages of both of these methods actually complement each other and lobbyists, as a rule, enhancing one method with the other, using the meeting as an opportunity for the submission of various documents and reports related to the topic of conversation.

In liberal democracies, the greatest pressure is made on the administration. Interest groups are in those places where decisions are made, that is in the offices of the executive body. Matthews [6, 189] comment that situation on the following way, "The importance of the bureaucracy is confirmed by its role in creating and implementing policy. Many routine, technical, and "less important decisions, but still vital for interested groups, actually make civil servants." Assembly is an additional channel through which the interests and demands can be expressed. However, the importance of the legislature for the interest groups depends on their jurisdiction, or of their political importance. Thus, for example, the U.S. Congress (and especially its committees), are vital parts of the political process, which, due to a combination of relatively weak party discipline on the one hand, and the power board on the other hand, creates a favorable ground for lobbying. Interest groups set aside huge financial contributions to



Political Action Committees - PACs and have tremendous impact on individual congressional representatives. Pross [6, 190] concludes that unlike the U.S., in the Canadian Parliament, as in most Western democracies, the usual parties vote, and thus lobbying make the greater efforts regarding the executive power. If interest groups decide that they are not respected in the policy process, they may call upon the competent courts to challenge the decisions. U.S. has a highly developed legal culture, so the claims that courts challenge government regulations and rules almost regularly occur. Direct lobbying is widely used in the Anglo-Saxon area and when it comes to topics of great interest to a wider audience, the techniques of indirect lobbying are used at the same time.

4.2. GRASSROOTS LOBBYING

Grassroots lobbying or indirect lobbying is directed to organizations or individuals that do not decide directly, but can make an impact on those who make decisions. It is primarily about addressing the public through the mass media. The public is informed of the decisions to initiate debate, shape public opinion, which affects the position of the officials. Indirect lobbying is related to public issues whose solutions may affect large numbers of people. Since the issues that concern the entire community, they can be characterized as the issues of national importance. In such cases, a number of organizations gain a significant advantage due to the fact they have a mass membership, and thus the access to a large number of potential activists. With appropriate geographic dispersion of the members, it is possible to be in contact with a large number of local officials. However, it is important to note that the majority of indirect lobbying campaign cannot be started individually, but serves to reinforce and supplement the impact that can be achieved by applying traditional lobbying strategy. According to Holtzman [7, 2], "Direct lobbying becomes more effective if it is unequivocally supported by the public." It is important to consider the liaisons between political marketing and lobbying, in which a great number of written papers address the issue of recruiting and retaining members, and the provisions relating to benefits members gain as part of the group. Researching thesis that indirect lobbying can be seen as a form of political marketing, it can be concluded that, based on several characteristics, there is a clear correlation between the theory of indirect lobbying and certain elements of the theory of political marketing. Both theories as the assumptions take exchange and fulfillment of promises, so that activists of lobbying campaign puts in the causal relationship the future voting behavior and adequate support for the proposal. Modern marketing theories are oriented to the customer, with a high level of customer satisfaction factor that ensures continued sales. If we assume that the voters are the consumers of the program that politicians and interest groups are offering, it is observed that politicians also make efforts to meet the expectations of voters to secure the elections. Finally, a common feature is the consumer segmentation to precisely defined groups. Indirect addressing of various lobbying groups, in a manner that primarily determines group of people, for which it is possible to assume that have a similar attitude, and then such activists point to those officials whose opinions and votes could be decisive for the voting.

Well-organized indirect lobbying campaign results in increased credibility and argumentation. Counting the received letters received and their classification on the opposite sides in part, shapes the final decision. E-mail as a means of communication has been gaining in im-



portance. Those groups that do not have large amounts of funds, and thus quickly and cheaply forward messages to key people using on-line communication in particular. However, in most cases, the quality of the received messages is more important than quantity of messages. The politicians are aware that the majority of indirect lobbying campaign is the result of activities of interest groups and that they encourage their supporters to contact the decision makers. This does not diminish the importance of such campaigns, but it is important they are representing essential attitudes of voters and reflect their experiences and problems. In addition, the initiative in which voters actively participate is more efficient instead e.g. petitions involving only collected signatures.

Exploring the concept of indirect lobbying, the question of the most appropriate approach for organizing the lobbying campaign must be taken into account. Most lobbyists agree that the most important is that indirect lobbying is clear, i.e. aimed at a precise number of officials with clear attitude, either for or against a specific proposal, so that the mass indirect lobbying campaign is directed at them, unnecessary, or contra productive. Therefore, activities should be directed to the officials who have not yet taken a position clearly, and to those whose opinion can be crucial to the outcome, i.e. the acceptance or rejection of the proposal.

The various techniques are available to interest groups that want to start a massive indirect lobbying campaign, with the technological development that heavily influenced the way in which the message is communicated in the last two decades. The action starts by informing members on the position taken by the interest group. Members are encouraged to contact politicians. Received letters, e-mails, faxes, phone calls, will, in any case, to attract the attention of the target group. In addition, one should not overlook the importance of the media, especially local ones. Besides the direct messages sent to members of the group to politicians, they can sent their views for publishing in the local newspaper, which achieves further impact on the target officials.

A number of lobbyists prefer indirect lobbying campaign that places an emphasis on the top of the community. These are respectable people who are respected and are role models for others, and, as such, they are influential in the community. These are, for example, university professors, doctors, bankers, religious leaders, athletes, artists, publishers, etc.

Differences in the application of techniques of indirect lobbying, between areas of the U.S. and the EU, result from the specific institutional framework. Indirect lobbying campaigns are based on the terms of trade between the officials and the voters themselves, and are much more efficient in America, where the members of parliament are elected every two years, the party structures are relatively weak, and the number of interest groups is very strong. As a result of such structures, politicians in America are not in a position that their opinions to a large extent or too often diverge from those of their constituents. On the other hand, politicians in Brussels are not receptive when it comes to indirect lobbying. While it is important to be re-elected in the institutional framework, the key is to gain support for their political option. Therefore, it is important to be chosen from within the party, after which the position is almost certain. However, this does not exhaust the use of indirect lobbying in Brussels, but the choice of questions for this approach is narrowed and must be adequately planned. One of the leading experts in the field of indirect lobbying in America, Ed Grefe [7, 19] argues that such campaigns can be effective in parliamentary democracies with strong political parties, but with increased effort. Namely, it is necessary to ensure that the desired message is



forwarded to the caucus in order to avoid that majority adopts the position that would have been unfavorable to certain interests, because the decision becomes binding for all members.

5. RESUME

Clients, therefore individuals or organizations, such as corporations, trade associations, workers associations and non-profit organizations hire lobbyists as people who deal with the public relations management within client companies, and foreign associates, or professional organizations. Lobbyists are developing a variety of methods, strategies and tactics through lobbying campaign planning in order to achieve access, information, influence and achieve performance pressure. Their activities are directed at officials or legislators or executive administrative officials and their staff, who makes such decisions i.e. policies that consequently affect the client's welfare, the public, local, national and international communities, and the present and future generations of citizens. By conducting lobbying activities, lobbyists are using resources such as personal reputation, professional accountability, reporting, and financial incentives. They are aimed at gaining the trust that will provide an adequate access, where they will be able to share and exchange information and views that influence the shaping of public policy or the exercise of "positional effects based on the position in a public setting.

REFERENCES

- [1] *Encyclopedia Britannica*, Micropaedia - volume VI, XV edition, 1982.
- [2] McGrath, C., *Comparative Lobbying Practices: Washinton*, London, Brussels, 2001.
- [3] Institute for Democratic Alternative in South Africa - IDASA, A basic guide to advocacy and lobbying, <http://www.advocacy.org.za> - 2004.
- [4] Millenium promocija – MPR, temeljni pojmovi u odnosima s javnošću, <http://www.mpr.hr/prschool-03.thm> (18.03.2005.)
- [5] Klamann, M., *Lobiranje – vodič kroz tehnike uticanja*, Clio, Beograd, 2004.
- [6] Harrop, J., *The Political Economy of Integration in the European Union*, Edward Elgar Publishing Limited, 2000.
- [7] McGrath, C., *Grass roots Lobbying: Marketing Politics and Policy Beyond the Betway*, Paper delivered to the conference of Elections on the Horizon: Marketing Politics to the Electorate in the USA and UK British Library, 15 March 2004.
- [8] Georgetown University - <http://www.georgetown.edu/centers/woodstock/programs/Woodstockprinciples.htm#Principles> (09.02.2005.)



MODELS OF BANKING SECTOR REFORM IN TRANSITION COUNTRIES

Kaličanin Milica¹, Kaličanin Zoran², Ugrenović Jelena³

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia,
milica.kalicanin@fpp.edu.rs

²ALFA University, Faculty for Strategic and Operational Management, Belgrade, Serbia
zoranmkalicanin@gmail.com

³Lincoln University, Oakland, California, USA, MA student

Abstract: *The observed weakness of the banking systems of the countries in transition can be: - lack of profit-oriented owners (shareholders' interest in cheap loans, not for dividends); unhealthy structure of assets and liabilities of the biggest banks in terms of total amount; many large banks relying on central bank as a permanent source of liquidity support; mismatch in terms of maturity and accordingly exposing to interest rate and foreign exchange risk, lack of accountability and lack of punishment for bad management by the bank management (bad reviews loan applications and abuse), lagging behind international standards on the use of modern information technology, lack of internal controls, shall be resolved by centralized and/or decentralized approach in the rehabilitation and restructuring of the banking sector.*

Keywords: *banking crisis, non-performing loans, restructuring, rehabilitation, consolidation*

1. INTRODUCTION

The efficiency of reforms in the banking sector in transition economies, including the South-east Europe, is measured in the long term by whether the inherent weaknesses that produce a high percentage of non-performing loans, according to international standards, are eliminated. Introducing new significantly tighter banking regulations, imposed by the Basel II, significantly increases the cost of smaller banks that are part of international chains and robust system. The goal of the Basel II framework is to increase consumer confidence in banks, regulators and institutions, in which one of the key issues is effective banking law and the judiciary.

It is clear that if the direct control of the institution detects in the technically insolvent banks, which were once repaired (usually through strong financial infusion from the budget), again accumulated a high proportion of non-performing loans, it is a clear sign that some of the key



structural weaknesses in the banking sector have not been removed. This leads to the consideration of selected modalities of restructuring and rehabilitation of banks. In this paper, a comparative analysis of the two possible modes of restructuring the banking sector in transition economies - centralized and decentralized was given.

2. CENTRALIZED APPROACH OF THE REHABILITATION OF BANKING SECTOR

The centralized approach to restructuring and rehabilitation of the banking sector means that public entity as a whole, or in large part, takes over non-performing loans from bank balance sheets and substitutes them with assets that earn interest. These are usually long-term government bonds. It is the type of cleaning techniques of balance, known in the literature, and which are classified in the so-called "stock solutions". The other two "stock solutions" are recapitalization by the private and public sectors and liquidation [1].

Cleaning the balance sheets of banks in recovery mode, the state often becomes their largest shareholder. In these situations, the goal of the state is not being acquired on a permanent basis, but their sale in the capital market after the completion of the process of rehabilitation of targeted groups of banks. Practically, the government is trying to cover, in which the maximum extent possible, the fiscal expenditure incurred during the implementation of the rehabilitation programs of the banks. There are different modalities of a centralized approach, but two are the most frequent in practice in the developed countries and countries with developing capital markets.

2.1. Asset Management Corporation - AMC

After the outbreak of the banking crisis in Southeast Asia and Japan in the late 90s, the predominant approach was the establishment of the Asset Management Corporation – AMC, which has its own balance sheet, buying nonperforming loans and other bad loans from banks. There is a variant of the non-performing loans to remain in the banks' balance sheet, as the agency for the restructuring is responsible to organize auctions to sell these loans or properties that are mortgaged (in the case of Thailand).

Through the establishment of the AMC, "a big bank" for the entire banking system creates. In this way, it takes advantage of economies of scale and knowledge of the best managers. Economies of scale becomes more important in the negotiations on an agreement on restructuring due to two characteristics of the banking crisis: first, a large number of banks is in difficulty (under-capitalization and insolvency); and second, the level of homogeneity of purchased bad loans is relatively high, because those are mainly loans for purchasing real estate, which due to a drastic fall in property prices become problematic [2]. Due to these characteristics, AMC is able to consolidate the property mortgaged with various banks and with the possible purchase of complementary assets is able to achieve better returns on property that is mortgaged than would be the case without it.

In practice, it is necessary that AMC operate in a very transparent and fair manner in order for described modality to be effective. Additional incentive is created when the law prescribes



a deadline by which AMC can hold the purchased assets rather than sell it. When deciding on the sale of assets, AMC faces two risks: market risk (declining prices when selling assets) and risk that types of assets to be purchased by borrowers at deep discount if the law does not prescribe the period prior to which this type of transaction cannot be concluded.

2.2. Recapitalization and liquidation

The basis of the second centralized modality approach means that a state entity in terms of the banking crisis should not assume the all non-performing loans from banks that are in difficulty. The share of non-performing loans, which is retained by the banks that are in difficulty with their total assets, should be similar to share with other banks on the market. This avoids the inadequate treatment of banks that manage assets and liabilities in the banking system crisis in a better way. In the case of Sweden, holding bad loans and other types of assets with low single value up to 1 million U.S. dollars from banks in difficulty, was justified by the need to maintain the ability to practice procedures for the treatment of bad loans within them.

The experience of countries in transition, which in the past have opted for a centralized approach to solving the problem of non-performing loans accumulated, clearly indicates that the newly established entities by the state (agencies, "hospital bank") can hardly be a substitute for commercial banks in this regard.

In the case of the Czech Republic, a consolidation bank at the beginning of the 90-s was established. The state-owned banks (Consolidation Bank), under the consolidation program, took the resolution of the accumulated amount of non-performing loans, while banks were recapitalized with government bonds.

However, it was only one of three attempts to implement a successful recapitalization of the banks by the state through its privatization. The consolidation in the Czech Republic in the early 90's, based on a centralized approach, suffered a failure, among other things, because control mechanisms have not been established. After the first recapitalization of banks with assets of contaminated substitution government bonds did not prevent the re-accumulation of non-performing loans. Open banking crisis could be averted in period 1995 -1996, as banks in the Czech Republic could hardly realize any mortgage from the debtor, and the share of non-performing loans in the total loans of banks in the Czech Republic amounted to more than 37% [3].

After the outbreak of a new banking crisis, a Consolidation Program II was launched, according to which seven banks were recapitalized over existing shareholders or new investors, while the central bank and the government resorted to creating special financial units. The Consolidated Bank manages this unit, which took over non-performing loans and taking care of their collection from the banks that are in the recovery mode.

The second wave of bank rehabilitation in mid 90's in the Czech Republic did not lead to interruption of adverse trends in the overall banking sector in terms of non-payment of principal and accrued interest of the debtor, and the share of non-performing loans to total loans recorded an upward trend, reaching 29.4% in the first quarter of the 1999, indicating that the credit policy of the banks did not take into account the implementation of measures of credit risk.

After banks accumulated vast loan portfolio that were backed up with little or no mortgage, a strong recession has led to a fraction of the assets secured by the mortgage market had a value



that is only part of the value carried on the books, so the banks in Czech Republic reported large losses in 1998 -1999.

In addition, the banks have come into the possession of large share of the industrial sector through investments, and were forced to continue lending even if the company stopped paying a debt. In 1998, the loans are classified between the sub-standard and losses accounted for more than 27% of all outstanding loans. Savings the major saving bank - Česká spořitelna, took over CZK 10.5 billion of troubled loans from its balance sheet at a discount of 40%, and then enrolled in the amount of 5.5 billion CZK broadcast subordinated debt to enable it to meet the requirements of the central bank in capital adequacy [4]. In 2000, Czech Republic, using the central bank rescue model was brought into position to be re-cleaning operation to resort to balance the big banks before they are offered for sale to investors. This example shows that transition countries can deploy centralized approach to bank restructuring several times (by trial and error) only if the state has the resources stemming from the privatization process and/or from the current budget of income and if they achieved low inflation and stability of the external value of the national currency.

On the other hand, in countries with economies in transition state entities for restructuring of the banks are the less efficient if the state is already preoccupied with solving urgent problems, such as: - elimination of chronic budget deficits, budget deficits of institution such as pension funds, tax and pension system reforms, and if it is unable to cover a significant portion of government spending revenues from privatization (by selling company), and all that exist in the case of Serbia.

3. DECENTRALIZED APPROACH TO THE REHABILITATION OF BANKING SECTOR

A decentralized approach to restructuring and rehabilitation of the banking sector implies that the non-performing loans in the banks' balance sheets remain in the regime of rehabilitation and that their payment is the obligation of these banks. This, pro-market approach, give the ability to take into account any special features that exist between the banks - borrower company and greatly facilitates the restructuring of the debtor company. Why does the current literature almost uniformly give the priority to decentralized approach treatment (work-out) to non-performing loans?

First, banks have more information about their customers with approved loans and staff with highly specialized knowledge of the achieved results and the potential of the business of the debtor-specific commercial branches. It enables them to more effectively monitor the company during the implementation of the restructuring program.

Second, by locating most of the non-performing loans in the banks' balance sheets, the decentralized approach locates the responsibility for bad loans in the bank's management, which has made the wrong decision and the pulled bank into the zone of insolvency. This is provided by a comprehensive mechanism for banks to take responsibility for decisions relating to the lending policies of companies and to draw the appropriate lessons for the assessment of loan applications, loan security instruments and loan monitoring. On the other hand, the central-



ized approach imposes the problem of monitoring and control of the state entity that assumes the resolution of problems of existing stock of non-performing loans. Because of this, during the transfer of non-performing loans to the state entity, part of the information about borrowers that the banks have is lost, which gives an opportunity to the active participants in the process of mismanagement and participants in fraud in the activities of credit market not to be punished.

Third, corporate restructuring is accelerating, because a decentralized approach involves an implicit parallel conduct of banks and enterprises restructuring process. The success of the applied approach in solving the problem of non-performing loans is measured by its contribution to the restructuring of the debtor (or civil society) and thus solving the problem of "cash flow", i.e. preventing of re-accumulation of non-performing loans.

Poland's experience shows that a decentralized approach to bank restructuring, by forcing banks to improve their credit score requirements and risk-control system, can largely prevent banks that have problems in the future with the quantum of non-performing loans accumulated [5]. In addition, the Polish program was strengthening incentives for banks to restructure non-performing loans with an effective change in maturity of their claims. In this way, it avoids the trap of performing recapitalization of banks from the state budget several times, with the goal of cleaning the previously accumulated bad loans and extremely high costs to establish a sound banking system.

In this respect, the program of bank restructuring in Poland was more successful than in Hungary in the early 90's. Montes-Negret and Papi and concluded following, - "The Polish experience seems to show that the tendency to treat the imposition of bank debts and liabilities have adequate reserves for losses, a high proportion of equity in the balance sheet, good governance and ultimately privatization in the competitive banking environment can do many things to prevent future problems disappear of stock (quantum of accumulated non-performing loans) [6].

According to the World Bank, technically insolvent banks as targeted majority, should realize the achievement in a relatively short period, first the zero-sum capital adequacy ratio (CAR). This puts pressure on the bank workout departments to activate the collaterals and to efficiently carry out these loans payment from debtors. In doing so, the available national and international resources for recapitalization determine the time interval in which to be agreed the minimum CAR level of 8% prescribed by the BIS.

In order for a decentralized approach to bank restructuring and recovery to be successful, it is essential that the state program, which is a comprehensive regime for banks to repair, specify the role of the department for the treatment of troubled loans. This unit should have a practical treatment of a "Hausbank" with independent accounting and without the right to perform new tasks, in which it has the most qualified staff to engage on a bilateral basis with clients reorganizing their debts. The bank employees who participated in the approval of loans that are uncollectible, in any case, cannot perform these activities.

For the purpose of efficient collection of accumulated bad debts of the bank, employees in the department for troubled loans at the start provides that, in addition to salary, bonuses can be realized in the form of the prior percentage of collected debts. This means up to prevent fraud and corruption through an agreement between the debtor company directors and employees



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

of the department of debt relief agreed to receive compensation in cash, subject to division between the parties the transaction.

For employees in the workout department is to assess whether to sacrifice a mortgage in favor of property rights with the calculation of cash flow on behalf of sold shares at a discount, or they will work in real estate. An inefficient judiciary, i.e. long process of realization of the mortgage, especially when assessing the value of the property over which the mortgage is released, supports conversion of debt into shares.

The bank, as a holding company, cannot collect part of their troubled loans. If the law governing enforcement proceedings, make procedures for exercising rights under the mortgage simple, the attractiveness of conversion of bank shares, will be important for smaller banks.

Claiming that the bank's shareholders should be the first to bear the burden of restructuring and rehabilitation, thereby initiating change in the ownership structure of the bank, and thus the change in management it is necessary to specify the mode in which it performs write-off of equity. One of the modalities is to perform write-equity loans for all users, who are also shareholders of the bank, regardless of how the loans, which they use, are classified after the direct (on-site) control of the bank.

Another possible mode is not to make the write-down of equity of the borrowers whose loans groups are classified in A and B groups, and to make a write-off of capital shareholders with 50% of borrowers whose loans were classified in C group. A full write-off of equity would be implemented only with shareholder loans, which were used, are classified in D and E groups. We believe that the second mode of write-offs of equity is preferable because it allows you to face healthy core shareholders of banks in recovery mode.

The application of the principle of net recovery of the burden of the bank by its depositors rules out the possibility that bank customers, which have a higher amount of deposited funds in relation to the amount of the loan, be punished.

To state there is no other practical solution but to use long-term bonds with a maturity of ten years or more. The maturity of the specific country directly depends on its fiscal capacity (projected rate of economic growth and public revenue collection) to service outstanding liabilities to foreign and domestic creditors. Treasury bonds should earn interest at variable rates, whereby the interest is calculating based on interest rates on treasury bills with a maturity of 90 days, earned in the previous three months. Interest payments should be done at the end of the fiscal year.

This is in order to generate income from the banks under the portfolio of government securities by a positive real interest rate.

Fourth, decentralized approach allows you to successfully complete the process of recovery and consolidation of banks without relying on resources from the budget and/or strong support from the central bank for liquidity through loans. Because of this, it is necessary that at the very beginning of the implementation, the state to come up with a clear message that there will be no protection of the debtor companies and banks, changing, thus, expectations and attitudes of managers in companies and banks. The empirical analysis, which includes the 24 countries that have implemented bank restructuring programs, based on different methods, shows that the best policy is one that minimizes the practice of relying on the central bank as a source of extended liquidity support [7]. This is possible because one of the basic principles



of the department for the treatment of problem loans in the banks is not to extend new loans to bad debtors whose debts reached the phase they should be restructured.

Fifth, in the implementation of a decentralized approach, there is no interference in the banks to isolate cases of large public companies or government borrowers, whose restructuring is very complex in terms of number of employees with very delicate social and political point of view. Non-performing loans, which are related to the company, can be removed from its balance sheet in which they are incurred and transferred to the newly created state entity that would take care of them. It requires engagement of special temporary budget.

Nevertheless, on the other hand, this ensures full transparency of the entire program of restructuring and recovery and its rapid adoption by key political structure in the country. In the case of Poland, for the restructuring of large state-owned enterprises, according to the program in 1993, Industrial Development Agency was formed as a public entity.

It case it fails to provide proper incentives for banks, there is a risk that the decentralized approach to restructuring and rehabilitation of banks become more expensive for taxpayers. This, due to the growing presence of bribing among employees in charged for the treatment of troubled loans and managers in companies offering borrowers who provide a commission to employees, who are responsible for the implementation of the restructuring of the given loan want to reach a debt reduction of 100%. What is worse, this approach may be unsuccessful in exposure of to pressure to banks to improve their functioning, as well as companies to go through a restructuring process, which is usually a characteristic of a centralized approach to bank restructuring and recovery.

Weaknesses of decentralized models can become even more prominent when there is a high tolerance for bad collection of problematic loans from the department of troubled loans through the failure of sanctions against banks and their management if they did not meet the specified performance criteria - the required level of capital adequacy ratio (CAR). This encourages moral hazard on the credit market due to the belief of the banks that non-performing loans will be ultimately transferred to a state institution.

Due to poor motivation of employees in the state entity responsible for the implementation of the restructuring program, the possibilities for the emergence and spread of abuse are much higher and the treatment of non-performing loans are likely to be slower. Easy writing-off bad loans by state employees in the said entity based on received bribes from managers of debtor company may become widespread.

In addition, certain lobbying groups are easier to apply pressure to perform general write-offs for companies in certain sectors where transferring non-performing loans from banks' balance sheets in the balance of state entities. Therefore, the risk that the operation of state entities will become politicized is extremely high.

As for the views of the international financial institutions, it is characteristic that the International Monetary Fund explicitly stated the following criteria in the selection of instruments in the implementation of bank restructuring - in terms of cost effectiveness, ease of use; equal distribution of losses in banks minimizing the burden of the public sector; promoting good governance (support for the creation of responsible owners of healthy management) which, in itself, should eliminate moral hazard; consistent with non-inflationary macro-economic policy [8].



Therefore, as a central point of issue arises the question where the selected instruments should be focused. In terms of already prominent characteristic of decentralized access of bank, restructuring can be concluded that, if consistently applied, this approach can meet almost all of these criteria.

The only exception is that its implementation is simple compared to the centralized approach in which the non-performing loans in the banks' balance sheet repair mode usually substitute with long-term government bonds.

4. RESUME

Efficient implementation of a centralized approach involves, implicitly, that government entity during the implementation of the approved restructuring and rehabilitation of banks have at their disposal not only an extremely large amount of the budget, but also a team of professionals (in number and profile), which means it must offer attractive salaries to employees, similar to that of the major investment banks. In addition, this entity should be able to occasionally engage with the market, whenever necessary, both local and foreign consultants, especially those involved in restructuring the debts of companies, assess the value of debt and are currently preparing for their sale at auction. In developed countries, it is not a problem. As examples, we cite Resolution Trust Corporation from the U.S., which is a branch of the liquidation of the federal deposit insurance corporation - FDIC and Treuhandanstalt from Germany.

In some countries of Southeast Europe, which combines the use of centralized and decentralized approaches, understaffed state entity has lead to the methodology to develop the rehabilitation of banks with foreign consultants, which left the management of banks to complete the process of rehabilitation. Accordingly, bank managers are allowed to take an active role in operational decision making in banks, while state entity largely restricts itself to provide management and control [9].

Comparative analysis of international experience in the implementation of centralized and decentralized approach to reconstruction and rehabilitation of the banking sector shows the following - the successful restructuring and consolidation of banks cannot be based on just one method, but a combination of two methods - centralized and decentralized. Priority should be given to the responsibility of decentralized approach for the treatment of non-performing loans to locate the bank in which they occurred.

Implementation of a decentralized approach to reconstruction and rehabilitation of banks implies that the burden of restructuring should fall to - shareholders of banks through write-offs and potential realized losses on account of the existing share capital, depositors, mainly legal entities whose demand deposits were the main source of generation of non-performing loans, using the net principle, and the government (taxpayers).

In order for advantages of a decentralized approach to rehabilitation and restructuring of banks to come to the fore in practice, it is necessary to provide a strong incentive for banks to achieve the highest possible rate of collection of problem loans at start of the program implementation. In this sense, for those who work in the departments for the treatment of



problem loans, it is essential that the program provide, except for a fixed salary, bonuses in the form of a percentage of the effective collection of problem loans. In this way, it ensures their high motivation to restructure troubled loans in ways that are advantageous for the bank, i.e. providing the lowest possible rate of loan write-offs.

REFERENCES

- [1] Sheng, A, *Bank Restructuring - Lessons from 1980s*, The World Bank, Washington D.C., 1996.
- [2] Hawkins, J. And P. Turner, *Bank Restructuring in Practice*, BIS, Policy Paper, N°. 6. August 1999.
- [3] Buch, C.M. And Heinrich, R. P., *The End of Czech Miracle? Currency Crisis Reveals Need form Institutional Reforms*, Kiel Discussion Papers 301, June 1997, str. 15.
- [4] Country Finance, The Economist Intelligence Unit 01/07/1999; Country Brefing, The Economist Intelligence Unit 06/01/2000.
- [5] Ed., by Enoch, C. and Green, J. H., *The Banking Sector in Transition Economy: The Case of Poland. In Banking Soundness and Monetary Policy*, IMF, Washington D.C., 1997, str. 328.
- [6] Montes-Negret, F. and Luca, P., *The Polish Experience with Bank and Enterprise Restructuring*, Policz , Research Working Paper 1705, The World Bank, Washington, D. C., January 1997, str. 23.
- [7] Dyibek, C. and Payarbasiologu, C., *Lessons and Elements of Best Practice*, in W. E. Elexander, J. M. , Davis, L. P. Ebrill and C-J. Lind-gren (eds), *Sistemic Bank Restructuring and Macroeconomic Policy*, IMF, Washington, D.C., September 1996;
- [8] *Izvor: IMF Annual Report, 1997.*
- [9] Lovegrove, A., *Bank Rehabilitation in Croatia*, Glendale Consulting Limited, Survey, 1998.



ДЕЛОВОЙ ТУРИЗМ КАК ФАКТОР РАЗВИТИЯ ИНДУСТРИИ ТУРИЗМА

Карцева А. Александра

ФБГОУ ВПО Санкт-Петербургский государственный аграрный университет,
Институт управления и технологий в АПК, Санкт Петербург, РФ, gasespb@mail.ru

Аннотация: В статье приводится анализ развития системы делового туризма как экономической составляющей развития индустрии туризма. Рассматриваются различные виды бизнес-путешествий. Особое внимание уделено проведению конференций, симпозиумов, выставок и ярмарок. Особое внимание уделено определению функций делового туризма, таких как коммуникативная, информационная и т.д.

Ключевые слова: деловой туризм, интенсив-путешествия, конгрессы, функции туризма, MICE-туризм, межкультурные коммуникации, народная дипломатия.

1. ВВЕДЕНИЕ

Деловой туризм играет важную роль на рынке туристических услуг. А.В. Бабкин дает следующее определение: деловой туризм – это путешествия со служебными или профессиональными целями без получения доходов по месту временного пребывания. [1] К этому виду туризма ВТО (Всемирная Туристская Организация) относит поездки для участия в съездах, научных конгрессах и конференциях, производственных совещаниях и семинарах, ярмарках, выставках, салонах, а также для проведения переговоров и заключения контрактов. В последние годы деловой туризм развивался ускоренными темпами. Так, в 1990 года из 425 млн. путешествий, совершенных в мире, 63 млн. проводились с деловыми целями. Деловой туризм сегодня является одним из наиболее прибыльных и имеет огромное социально-экономическое значение для принимающей стороны, значим он и для межкультурных контактов. Современный исследователь пишет, что «темпы экономического роста каждой конкретной страны, ее деловой климат и деловая привлекательность напрямую связаны с уровнем развития в ней деловых поездок. Общее количество деловых поездок в мире сейчас оценивается приблизительно в 600 млн. прибытий в год». [2]



2. ДЕЛОВОЙ ТУРИЗМ

В соответствии с целями индустрии делового туризма встречи представляют собой организованные мероприятия, которые объединяют людей для обсуждения различных вопросов и имеют разные названия, но подчинены задачам коммуникации. Например, конгресс – это формальная встреча делегатов, обычно принадлежащих определенной сфере человеческой деятельности или вовлеченных в специальное исследование в определенной области, для обсуждения, то есть общения по разным вопросам. Конференция подразумевает обмен мнениями на встрече или собрание для обсуждения общих для всех участников вопросов. Саммит – та же конференция с участием высоких должностных лиц, вплоть до руководителей государств. Съезд – встреча людей, имеющих общие цели, в частности, собрание делегатов политических партий с целью формирования политики и выборов в руководящие органы. Симпозиум – мероприятие, сопровождающееся беседами в непринужденной обстановке, когда специалисты делают короткие сообщения на определенную тему или несколько тем, связанных друг с другом. Семинар – лекция, сопровождающаяся обменом мнений участников, то есть живое и непосредственное общение, межкультурная коммуникация.[3]

На рынке делового туризма могут использоваться различные средства проведения встреч и конференций: от крупных конгресс-центров, специально построенных для этого, до концертных залов, театров, учебных заведений, церквей, музеев, теплоходов, тематических парков. Однако наибольшая часть деловых встреч все-таки проводится в отелях, способных комфортно разместить делегатов. Основными органами, осуществляющими продвижение центров индустрии встреч, являются бюро по организации собраний и департамент бизнес-путешествий местных и национальных туристских организаций. Они публикуют материалы, распространяя их среди организаторов встреч, помогают гостиницам и конференц-центрам при подготовке встреч, а также координируют все действия по подготовке и проведению этих встреч. Одной из ведущих международных организаций по продвижению крупных региональных конгрессных центров является Европейская федерация по проведению конференций городов (European Federation of Conference Towns-EFCT), которая базируется в Брюсселе и объединяет 70 членов из 22 стран Западной и Восточной Европы.

Выставки и торговые ярмарки обычно проводятся для презентации продуктов и услуг приглашенным представителям для стимулирования продажи или информирования гостей. В этом случае выставка представляет собой форму рекламы. Как средство рекламы выставки играют важную роль в маркетинге продуктов и услуг и стимулируют торговлю как внутри страны, так и за рубежом. В качестве сектора делового туризма организация и проведение выставок генерируют денежные средства для местной экономики за счет местных и иностранных гостей. Вместе с тем выставки считаются частью индустрии делового туризма, так как они стимулируют путешествия двух различных категорий людей:

- обслуживающих выставку, путешествующих с целью рекламы и продажи своей продукции;



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- гостей выставок, которые посещают их с разными познавательными целями, например, для ознакомления с последними достижениями в разных областях экономики или осуществления покупок и заключения договоров.

Выставки повышают спрос на разные секторы индустрии туризма, а именно на средства размещения, рестораны, агентства путешествий. Иностранцы гости выставок и ярмарок считаются самыми расточительными бизнес-туристами, а вышеперечисленные средства индустрии туризма, естественно, выигрывают от таких клиентов. В последнее время выставки и ярмарки все чаще сопровождаются конференциями и семинарами в целях повышения интереса к предмету мероприятия, а также для получения новой дополнительной информации, знаний от выставки. С другой стороны, многие конференции сопровождаются соответствующими выставками, которые повышают визуальное и практическое восприятие, а также обеспечивают дополнительные доходы организаторам конференций. По оценкам специалистов, около 20% выставок проводятся одновременно с соответствующими конференциями и наоборот.[4]

В последние годы все чаще выставки проводят участники индустрии встреч, где под одной крышей собираются как организаторы разных мероприятий, так и потенциальные участники. В роли участников выставки выступают организаторы конгрессов, гостиничные и транспортные компании, а в роли гостей – корпоративные организаторы компаний, организаторы профессиональных мероприятий, агентства по поиску средств проведения встреч и др. Формой делового туризма выступает и инсентив-путешествие.

Инсентив-путешествие – это специальный сектор туризма, применяемый компаниями для награждения своих работников и поощрения их к выполнению новых задач. Исходя из этого, многие компании используют его для повышения производительности труда внутри компании и роста активности работников, занятых продажей продукции компании. Поскольку инсентив-путешествие имеет сходство с туризмом отдыха, оно является скрытым сектором делового туризма. Информация по этому виду туризма весьма скудна. Во-первых, хотя при выезде из страны граждане указывают цели своего визита, туристы, совершающие инсентив-путешествия, не выделяются в отдельную группу, а входят в категорию отдыхающих и деловых путешественников. Во-вторых, многие компании из-за высокого уровня конкуренции в своих областях скрывают истинные расходы в этом секторе туризма. В-третьих, на работников, награжденных инсентив-путешествиями, возлагается налог, и в некоторых случаях компании объединяют его с расходными статьями и тем самым усложняют оценку индустрии. В-четвертых, очень сложно определить, какая часть встреч и конференций с сильно выраженными инсентив-элементами попадает в категорию инсентив-путешествий. В Европе самыми популярными центрами для инсентив-путешествий являются средиземноморские курорты, в частности, великолепные курорты Франции и Испании, а для непродолжительных путешествий среди европейских городов, в основном, выбирают Лондон и Париж.

Деловой туризм, как отмечалось, помимо огромного экономического значения играет большую роль в расширении границ взаимопонимания и доверия между людьми разных религий и культур. Его деятельность не ограничивается только торговлей то-



варами и услугами и поиском новых торговых партнеров. Она направлена также на установление взаимоотношений между гражданами разных стран, то есть играет роль «дипломатии народов». В октябре 1988 г. в канадском городе Ванкувер прошла первая Всемирная конференция на тему «Туризм как влиятельная сила для сохранения мира». Целью конференции был поиск путей повышения интереса людей к межкультурному общению, а также привлечения их к активной социокультурной деятельности, для улучшения качества межкультурной коммуникации. На конференции отмечалось, что процесс сохранения мира начинается с отдельной личности. В связи с этим было выпущено «Кредо мирного путешественника», включающее следующие пункты:

- путешествовать с чистыми мыслями и открытым сердцем;
- воспринимать различные обстоятельства любезно и с благодарностью;
- сохранять и защищать окружающую среду;
- уважать все культуры;
- уважать хозяев принимающей страны и быть благодарными им за гостеприимство;
- обеспечивать обслуживание с этих позиций и быть верным своему слову и действиям;
- привлекать других к путешествиям с мирными целями.

Конференция подтвердила, что туризм обладает огромным потенциалом для того, чтобы стать гарантом мира и безопасности, так как он охватывает граждан разных стран, их экономику, культурное наследие, традиции, религию и ремесла.[5]

С началом перестройки в Советском Союзе и социалистических странах Европы, символом которой стало разрушение берлинской стены, открылась новая эра во взаимоотношениях между людьми двух различных идеологических систем. Огромное число международных конференций и встреч, культурные обмены, обмены студентами и школьниками, спортивные соревнования, которые проводятся каждый год и привлекают туристов из разных стран, позволяют увидеть им не только различия, но и общие для всех цели и устремления. Путешествуя в разные страны и встречаясь там с новыми людьми, туристы приобретают друзей, устанавливают взаимные связи между гражданами разных стран, тем самым становясь «послами мира». Туризм помогает устранить физические и психологические барьеры, которые разделяют людей различных рас, культур и религий, проживающих в разных странах и находящихся на разных уровнях социально-экономического развития, тем самым он развивает народную дипломатию и формирует мир толерантных отношений. Современное изучение феномена туризма осуществляется с помощью различных подходов и методов, в том числе используемых гуманитарными науками.[5]

В зарубежной литературе вместо термина «деловой или бизнес-туризм» используется термин «MICE – туризм», раскрывающий содержание этого вида туризма: «Meetings – деловые встречи», «Incentives – интенсив-туризм (поощрительные поездки)», «Conferences/Conventions – конгрессы/конференции/семинары», «Exhibitions – выставки, события». Анализ мировой статистики MICE –туризма позволил выявить, что в его структуре преобладают индивидуальные поездки на деловые встречи (70,8%),



примерно равные доли приходится на поездки для участников конгрессов/конференций/семинаров (15,9%) и посещение выставок (10,9%), и около 3% составляют инсентив-поездки.[6] По данным ICCA (International Congress and Convention Association – международная Ассоциация конгрессов и съездов) определена «пятерка» стран – лидеров конгрессных мероприятий, проводимых международными организациями в 2005 г.: США, Германия, Испания, Великобритания и Франция; Россия в списке стран заняла только 42 место.[6]

Рассмотрим основные особенности развития российского рынка делового туризма. Первое, что следует отметить, это то, что в Российских компаниях вне зависимости от их размера и статуса все задачи по организации поездок решают секретари, кадровые службы или специально созданные для этого подразделения, а не посреднические профессиональные туроператоры, как это происходит во всем мире. Профильные турфирмы, специализирующиеся только на деловом туризме, имеют прямые контакты с гостиничными сетями, авиа и железнодорожными перевозчиками, бизнес площадками, что дает им возможность получать эксклюзивные скидки для своих заказчиков, снижая их расходы по перевозке, проживанию, питанию и экскурсионному обслуживанию. Кроме того, они решают вопросы по визовым формальностям, аренде транспорта, планированию досуга, страховкам и т.д.

Во-вторых, зарубежные специалисты индустрии MICE пользуются международными и национальными словарями профессиональной терминологии, которые издаются при прямом участии и содействии Международной Ассоциации Профессиональных Организаторов Конгрессов (International Association of Professional Congress Organizers – IAPCO). В настоящее время тематика MICE уже разработана на 12 языках (английском, французском, немецком, испанском, итальянском, голландском, датском, португальском и т.д.). Терминология словарей охватывает виды деловых мероприятий, формы предоставления услуг, техническое обеспечение, типы оборудования, размещение, транспортное обслуживание, финансы, выставки и ярмарки, вопросы управления мероприятием, документацию, перевод, то есть все стороны профессионального проведения любого событийного мероприятия. В России национальная понятийная база делового туризма отсутствует.

Деловой туризм реализуется в системе интеграции процесса передачи информации и факторов обеспечения этого процесса через объекты инфраструктуры. Поэтому данный вид туризма характеризуется разными видами услуг (информационными, обслуживания, размещения и др.). В этой связи развитие инфраструктуры оказывает прямое воздействие на уровень развития делового туризма и, наоборот, рост количества деловых мероприятий, рост численности, занятых в деловом туризме, рост потребности в услугах обеспечения деловых туристов окажут прямое воздействие на экономику региона.[7] Но следует отметить и значение контактов деловых туристов для состояния современной межкультурной коммуникации как способа межличностного общения.

Современный рынок делового туризма представляет собой разветвленный комплекс услуг по организации различных мероприятий бизнес-направленности. При этом деловой туризм объединяет два сектора и рода деятельности: индустрию встреч и корпоративную трэвел-индустрию. В комплексную систему индустрии встреч входят не



только встречи, но также поощрительные мотивационные мероприятия (Incentives), конгрессы и конференции (Conventions), выставки (Exhibitions). Комплексная система индустрии встреч сопровождается корпоративной трэвел-индустрией, связанной с предоставлением услуг по организации бизнес-поездок: бронирование гостиниц, билетов, визовое обслуживание, трансферы, услуги переводчиков, охраны и т.д. В целом, структура делового туризма многогранна: деловые поездки принимают самые разные формы, сочетаются между собой (одна поездка может преследовать несколько целей), комбинируются общепринятыми формами классического туризма, рекреацией.

MICE – сегмент индустрии туризма включает три вида поездок: для участия в работе конгрессов, конференций, саммитов и симпозиумов; выставок и торговых ярмарок; в инсентив-мероприятиях. Поездки на конгрессы, конференции, саммиты, симпозиумы выделяются особым составом участников:

– корпоративные участники – крупные, средние или мелкие компании, чьи основные мотивы встреч носят коммерческий характер. Корпоративный сегмент – самый емкий (по числу мероприятий) сектор деловых поездок на конгрессы, конференции, саммиты, съезды, симпозиумы (73 – 75%); – ассоциации и их члены. Член ассоциации имеет право выбора и, в отличие от корпоративных мероприятий, может отказаться от участия в мероприятии. Все расходы, связанные поездкой, он берет на себя. На некорпоративный сектор деловых поездок на конгрессы, конференции, саммиты, съезды, симпозиумы приходится около 14 – 15% всех мероприятий. Эти встречи объединяют широкий круг участников. Около 8% встреч собирают аудиторию в 2000 и более делегатов. Для сравнения: на корпоративных мероприятиях число участников колеблется в среднем от 20 до 250 человек. Поездки на выставки и торговые ярмарки проводятся для презентации продуктов и услуг в целях информирования гостей и стимулирования продаж. Участников выставок и торговых ярмарок можно разделить на две категории: экспоненты, рекламирующие и продающие свою продукцию, и посетители, которые приезжают с целью ознакомления с последними достижениями в разных областях экономики, науки, искусства. Еще одной разновидностью делового туризма является конгрессный туризм, который, в свою очередь, является разновидностью выставочного. Различия между конгрессным и выставочным туризмом проявляются на уровне небольшой специфики, касающейся, в основном, состава групп и требований, предъявляемых инфраструктуре принимающей стороны. Конгрессные мероприятия мельче по масштабу, чем выставочные, но имеют более квалифицированный и требовательный состав участников. По доходности конгрессные мероприятия уступают выставкам, поскольку рассчитаны на меньшее количество участников. Однако в отличие от выставок конгрессы, особенно международные, ориентируются на разнообразные формы непосредственного общения, то есть реализуют на практике межкультурную коммуникацию.[8]

Время активизации конгресс туризма приходится на осень. Страны, ориентирующиеся на рекреационный туризм, такие как Турция, Греция, Испания, Италия, имеют развитую гостиничную сеть, рассчитанную на многомиллионные потоки туристов. В период спада активности рекреационного туризма возникают большие проблемы загрузкой гостиничной базы. Поэтому данные страны ориентируются на организацию крупномасштабных конгрессов и конференций в осенний период. Конференции, се-



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

минары и выставки – уже далеко не новые явления в современном бизнесе. В связи тенденциями глобализации, распространения деловых контактов, расширения рынков сбыта, и деятельности международных корпораций сегодня резко выросло число и значение конференций, собраний и других подобных мероприятий, которые теперь проводятся в разных городах и странах по всему миру.

По мнению известного американского футуролога Дж.Нэйсбита по своим масштабам туризм будет уступать лишь телекоммуникациям и информационным технологиям. По данным Всемирной туристской организации на долю туризма приходится около 11% мирового валового продукта, до 30% торговли и почти 10% мировых капиталовложений. Число рабочих мест в туристской индустрии составляет 192 млн. человек или 8% от общих показателей занятости в мире. Начиная с 1998 года, туризм вышел на первое место в мировом экспорте товаров и услуг, составив 7,9% от мирового объема торговли товарами и услугами. Таким образом, туризм обогнал автомобильную, химическую промышленность, производство продуктов питания и компьютеров. Всемирный совет по туризму и путешествиям (WTTC) обнародовал в Лондоне прогноз развития туристской отрасли на грядущее десятилетие. Безусловными лидерами роста мирового туризма в ближайшие десять лет станут Черногория, Индия, Китай, Вьетнам, Ангола, Лаос, Чад, Гваделупа, Фиджи и Уганда. Будет развиваться и туристский рынок в России. Россия в ближайшие десять лет переживет инвестиционный бум, войдя в тройку мировых лидеров по инвестициям в индустрию туризма.[8]

Всемирная Торговая Организация (ВТО) в 2002 г. включила Россию, наряду с развитыми капиталистическими странами (США, Германия, Великобритания, Франция и др.), в число крупнейших импортеров туристских услуг. Наша доля составляет около 2,4% от всего мирового импорта данного вида услуг, что свидетельствует о том, что Россия фактически усиленно продолжает инвестировать экономики западных государств. Что касается въездного туризма, организация которого в значительной степени ложится на плечи отечественной индустрии гостеприимства, данные ВТО менее оптимистичны. Российская доля экспорта туруслуг составляет – менее 0,6% мирового объема (около 4 млрд. долларов США). Это свидетельствует о том, что, несмотря на провозглашаемые приоритеты государственной политики по поддержке въездного туризма, наша индустрия гостеприимства продолжает оставаться низко конкурентной [9]

Для многих из вышедших на наш рынок иностранных компаний проникновение в Россию является составной частью процесса глобализации, что является сегодня главной тенденцией, оказывающей влияние на развитие мировой индустрии туризма. Следует признать, что действие этой тенденции вызвало у отечественных бизнесменов и управляющих индустрией гостеприимства неоднозначную реакцию. Опасность остаться на периферии и угроза безжалостного выдавливания с рынка вынудила отечественную индустрию гостеприимства начать адаптацию к новым экономическим условиям. Российское правительство и некоторые частные компании начали инвестировать средства в туристический и гостиничный бизнес. В результате появились проекты по реконструкции существующих и строительству новых отелей, изменению структуры управления предприятий индустрии гостеприимства, во многих случаях с привлечением ведущих гостиничных цепей Запада.



Ключевыми факторами, определившими условия развития отечественной индустрии туризма на рубеже века, стали: либерализация экономической жизни и переход к рыночным отношениям; возникновение новых форм собственности и конкурентной среды на внутреннем рынке. Стремление России выйти на мировой рынок и интегрироваться в мировую экономику совпало с начавшимися в это же время на западе процессами формирования новой мировой экономики. Таким образом, в современном развитии индустрии туризма совпали две тенденции – интеграции и глобализации. Доминирующей тенденцией становится успешная интеграция российской индустрии гостеприимства в мировую. Однако Российская Федерация, несмотря на свой высокий туристский потенциал, пока занимает скромное место на мировом туристском рынке, а индустрия гостеприимства в России пока не сформировалась как единая организованная система, способная осуществлять обслуживание на уровне мировых стандартов.[10]

В качестве тенденции, унаследованной от советского периода, сохранилась диспропорциональность развития предприятий отрасли. Уникальный туристский потенциал Европейского Севера, Урала, Прибайкалья, Камчатки, Дальнего Востока в должной мере не осваивается, а обновление материальной базы индустрии туризма ведется в основном в столицах и курортных центрах. Говоря о тенденциях развития индустрии туризма, следует признать, что, начиная с 90-х годов, она не ориентирована на обслуживание массового туриста. Поэтому в качестве общегосударственной и общенациональной задачи выступает развитие массового социального туризма и разработка национальной целевой программы развития социального туризма в рамках культурной политики страны. Параллельно с этим необходимо включение в пакет проектов национальных приоритетов отраслевой дотационной программы «Развития индустрии туризма РФ» как отрасли, обладающей мультипликативным катализирующим эффектом для большинства отраслей народного хозяйства.

Политическая и определенная экономическая стабилизация в РФ периода президентства В.В. Путина способствовали активному переходу от стратегий «выживания» к «стратегии развития рынка» за счет новых турпродуктов и стратегии внешнего роста: «интеграции» и «диверсификации». Основными установившимися в отечественной практике направлениями интеграционного стратегического развития стали создание дочерних и совместных предприятий и договор о франшизе. Одной из особенностей управления развивающейся российской индустрии туризма стало выделение в качестве ключевого сегмента инвестиционного менеджмента инвестиционного и финансового планирования. Получили распространение новые методы финансового анализа деятельности турфирм. Тенденцией развития финансового менеджмента российских предприятий индустрии туризма стало то, что он вынужден осуществлять стратегическое и оперативное планирование их финансово – хозяйственной деятельности в условиях крайне ограниченных источников финансирования. Это, в свою очередь дает иностранным предприятиям, действующим на российском рынке туристских услуг, неоспоримое конкурентное преимущество. Поэтому особенностью финансирования предприятий отрасли туризма в России является так же то, что главным финансовым инструментом приобретения основных средств стало не прямое банковское кредитование, а лизинг.[10]



3. ЗАКЛЮЧЕНИЕ

Туристский опыт предполагает готовность, лояльность к встрече с инаковой культурой как с социальной и семиотической реальностью. Сама природа туристского потребления тяготеет к «нагружению мгновения смыслом, чтоб придать ему максимальный удельный вес» (А. Генис). [11] Однако туризм способен обрести как форму культурного взаимодействия, так и форму культурного конфликта при условии неприятия кодов чужой культуры на уровне личности или социальной группы. Рассматривая социокультурные предпосылки эволюции туризма как сложного иерархического феномена, мы должны выделить системность его структуры как специфического целого, сложность взаимодействия и высокую степень автономности всех составляющих феномен туризма граней. Во-первых, туризм – социальная практика. Во-вторых, – туризм – это сфера досуга. В-третьих, туризм является формой потребления. В-четвертых, туризм есть культурный феномен. В-пятых, туризм – отрасль экономики. Кроме того, туризм самым тесным образом взаимодействует с окружающей средой.

Культурологические и социокультурные характеристики феномена туризма реализуются в функциях туризма, очерчивающих круг воздействия туристской деятельности на уровне внутреннего мира человека, межличностных отношений, социума. Функция социализации. Несмотря на коммерческую природу туристского бизнеса, путешествия явились для человека неотъемлемой частью механизма освоения социокультурного окружения и его преобразования в социально значимое знание. Туризм как жизненная ориентация, способ познания мира является одним из функциональных средств формирования мобильного типа личности. [12]

Не менее значимой функцией современного туризма является коммуникативная. Туризм является способом передачи информации и фактором, способствующим коммуникации. Значение коммуникативной функции настолько велико, что ряд исследователей склонны рассматривать туризм, прежде всего как вид межкультурной коммуникации. Деловой туризм в его разнообразных формах значим как для усиления темпов экономического развития конкретной страны, так и для межкультурной коммуникации

Взаимообогащение транснациональных форм мировой культуры происходит во многом благодаря обмену социокультурной информацией между туристами. В этом отношении феномен туризма играет важнейшую роль субъекта межкультурной коммуникации. Массовый туризм является в современных условиях важным механизмом этно-национальных и межкультурных контактов, поскольку характеризуется социальной сущностью, массовидностью, охватывает межличностное общение миллионов людей; массовый туризм в этом отношении – агент народной дипломатии.

БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] Бабкин А.В. Специальные виды туризма – Ростов-на-Дону: Феникс, 2008.
- [2] Байкова И.М., Яхикович И.З. Национальный деловой туризм: особенности развития//



- [3] Состояние и перспективы развития туризма в РФ: матер. XIV ежегодной междунар. Науч.-практ. Конф. 26 мая 2011 г.//Под ред.А.Ф.Ивановой. – СПб.: Изд-во СПбУУЭ, 2011. – С.107.
- [4] Волкова Т.М. Особенности межкультурной коммуникации в деловом туризме// Туризм и гостиничный бизнес. Стратегии взаимодействия образовательных учреждений и работодателей. Матер. II международного форума 23-26 ноября 2011 года. – СПб., 2011. – С.232-233.
- [5] Карпова Г.А., Иванова Л.И., Кашина О.Н. и другие. Проблемы и перспективы развития конгрессно-выставочной деятельности в Санкт-Петербурге / Г.А. Карпова, Л.И. Иванова Л.И. [и др.] // Туристские фирмы. – 2004. – № 33 (1). – С. 70 – 78.
- [6] Папирян Г.А. Маркетинг в туризме. – М., 2000.
- [7] Клевченков М.Г. Туризм и развитие межкультурной коммуникации в современном социокультурном пространстве//Туризм и гостиничный бизнес. Стратегии взаимодействия образовательного учреждения и работодателей. Матер. II международного форума 23-26 ноября 2011 года. – СПб., 2011. С.246-247.
- [8] Нейсбит Дж. Высокая технология, глубокая гуманность: Технологии и наши поиски смысла (пер. с англ. Анваера А.Н.). – М.: АСТ, 2005.
- [9] <http://www2.unwto.org/>
- [10] Азар В.И., Туманов С.Ю. Экономика туристского рынка. – М.: ИПГ Госслужбы, 1998.
- [11] Морозова М.А. Государственное регулирование туризма в свете современных тенденций развития туристского бизнеса. // Научный журнал «Вестник ИНЖЭКОНА», серия: «Экономика», Выпуск 5 (32). – 2009. – С. 290-292.
- [12] Генис А. Вавилонская башня // Иностранная литература. – М.: 1996. – №9.
- [13] Русаков А.Ю. Информационные коммуникации и социальные отношения: автореферат дис. доктора философских наук: 09.00.11 / Русаков Аркадий Юрьевич; [Место защиты: Рос. гос. пед. ун-т им. А.И. Герцена]. – Санкт-Петербург, 2009 – Количество страниц: 33 с.



GLOBALIZATION AS THE WORLD PROCESS

Karić Dušica, Zečević Radoje, Barjaktarović Miljana

ALFA University, Belgrade, Serbia

Abstract: *The beginning of the 21st century was marked by the process of globalization that took over the planet like storm. The developed world is the bearer of the process of globalization and it took advantage of the current global situation. One of the main accelerators of the process of globalization is the rapid development of science, engineering and new manufacturing technologies, especially in terms of computers, robotics, telecommunication, medicine and medical equipment. Globalization is the product of major changes that have happened and are happening in the structure of modern society, its economy, politics and legal system. This paper deals with the development of the process of globalization, the very meaning of the concept, as well as the influence of globalization on world economy, politics, GDP growth, economic activities and market movements and its consequences. It points out the fact that globalization has advantages and disadvantages, but certainly brings considerable changes.*

Keywords: *globalization, IT, GDP growth, deterritorialization, world economy*

1. INTRODUCTION

The last decade of the last century among other things characterizes another important process - globalization. More than 300,000 pages of text on the Internet deals with globalization. There are different and opposing opinions about the globalization and its impact, from theory that globalization is a historical necessity to the notion that this is just one big myth. Different understandings of the globalization process in which one party seen this process as the integration of the world, the progress of civilization, and the other as a project of the domination of the West, particularly America, and further increase of the gap between rich and poor, represents two opposing notions of reality and the present. Each of these notions experiences its justification in a particular point in time. Globalization is consciously directed and organized process using which national economies connects to international and institutional brokers. It is a process of interaction and deterritorialization international trading, global IT and communications networking market participants and the impact of the expansion of trans-national companies. Globalization is present throughout the world including the area where we live. Simply put globalization and transitions are mutually connected; especially as transition



refreshes market and private ownership as a prerequisite for democratization. Therefore, the governments deliberately changing the policy of reducing and eliminating barriers in order to movement of goods, capital and services proceed smoothly, especially when government through their own actions knows how much such barriers cost. On the other hand, powerful companies changing their business strategy and put a strong emphasis on profitable growth through cost reduction, and not through higher prices for goods and services.

2. THE OCCURRENCE AND THE CHARACTERISTICS OF GLOBALIZATION

Globalization is the result of real historical processes, political, economic, scientific and technological changes that have culminated in the last decade of the 20th century. Many factors influenced the emergence of globalization, especially the following three: 1), a comprehensive expansion of the world market, 2) the rapid development of communication, such as internet and mobile phones, as well as the continuous reduction of transportation costs, communication and computerization, and 3) the progressive reduction of barriers regarding the trade in goods and services, as well as the mobility of capital on a world scale. The concept of globalization, due to its multi-dimensionality, multiplicity, complexity and contradictions, cannot be expressed in a comprehensive manner, using a general definition. It is simultaneously an abstract concept, a specific state of mind, but also the palpable appearance, the reality.

On the one hand, globalization has affected, permeated and permeates all areas of human life and creation, man's material and spiritual spheres. On the other hand, globalization is a process, a dynamic rather than static category, subject to constant change and adaptations, which is imminent unpredictability. Therefore, "globalization", like the time, is just "happening". It dramatically affect the sovereignty, the democratic accountability and legitimacy, and, the most important, the real economy and real people. It is based on comparative advantage, economies of scale and innovation. It is positioned behind the new wave of technological innovation in information technology, biotechnology and transportation, behind the growing openness of world markets for goods and services.

Comprehend through tangible categories, globalization is, in fact, "the international trade, foreign investments and multinational companies, internet activities, www, phones and faxes, but also airports, vacations and tourism, student exchanges and relations with other cultures, etc. Globalization is, in short, the increasing internationalization of social relations (Dasic, Karic, 2009:51). Globalization is a type of common denominator of all the best values of modern societies and nations that drive the universal wheel of market, technological, economic, legal, political, social and spiritual progress of humanity towards creating a unified global community of people with all the challenges, problems and difficulties that such social changes inevitably carry with them and bring to the world (social, environmental, energy, and others).

Globalization is a "reduction of market segmentation and increasing interdependence of national markets." (H. Siebert, 2002:8). Globalization is expressed in close and the growing functional interdependence of all actors on the world stage. "I do not like the word globalization, as when someone says, 'globalization' we feel relatively small in relation to the phenomenon



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....
LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

that such term includes, the economy, politics, society, everything. It is a kind of giant, influential phenomenon, almost sci-fi, almost fatal. We can do nothing against it, because globalization offers no choice: it is that or nothing. We cannot defend ourselves of this phenomenon. We are helpless before it, overwhelmed by its fatality. It is a mutation of civilization, not just a crisis. It is much more.” (V. Forester, 2008:3). As a new social phenomenon, globalization has two sides, and as such, with all the virtues and defects, it must be understood and accepted. To be against globalization and the fight against it is the same as challenging the natural law of gravity of celestial bodies. “Globalization itself is neither good nor bad.

Key leader and the promoter of globalization are the United States. “In the 20th century, no country has worked so hard and had so ambivalent impact on international relations as the United States.” (H. Kissinger, 1999:5). The U.S. produces about a fifth of the world’s gross product. Most capital needed for development is now concentrated in the U.S. commercial and investment banks, other U.S. governmental and non-governmental institutions, and the relevant international financial institutions in the U.S., which have a dominant political influence. In addition, the U.S. is the largest reservoir of new and latest technologies in the world and the place of their use in the production process. U.S. military budget accounts for over 40% of the total military expenditure in the world.

Political basis of globalization makes - private property, market economy, respect for human dignity and human rights, multiparty democracy and the rule of law. With all the historical and national specificity, the values are now accepted not only in the West than in the East.

Economic basis of globalization makes the International Monetary Fund (IMF), World Bank (WB) and the World Trade Organization (WTO), the great economic integration blocks around the world (EU, NAFTA, MERCOSUL, ASEAN, etc.), international and intergovernmental organizations (FAO, UNIDO, OECD and others), as well as the increasingly influential system of non-governmental organizations - NGOs (World Economic Forum, World Social Forum, etc.). The legal basis of globalization makes the International Court of Justice and the International Criminal Court in Rome, as well as other legal institutions of global character (European Court of Human Rights, temporary international war crimes tribunals, etc.).

Political-military globalization is the pillar of NATO (North Atlantic Treaty Organization) that was established in 4 April 1949, in order to improve mutual defense and cooperation of member states. Globalization is the product of major changes that have taken place and taking place in the structure of modern society, its economy, politics and law.

3. DIFFERENT OPINIONS AND THEORIES ON GLOBALIZATION

In the history of human society the development stages have changed, which were characterized by the dominant specifics of economic reality. These stages corresponded to concrete development levels of civilization and had the distinct expansion goals. Each new historical period demanded a change in thinking and behavior, which is boiled down to the adjustment of norms, achievements and challenges of the next period to come, among other things. The scope and pace of contemporary changes that globalization brings with it seem to be more revolutionary than ever. Maybe that can provide excuses for the extreme and often contradic-



tory theoretical explanations of globalization. Some authors, primarily focused on the economic sphere, believe that globalization is not a new phenomenon. Some of its forms can be identified in ancient Rome, they think. In 15th century, Pope Alexander I divided the world into Spanish and Portuguese, (because they were first set off to conquer the world). In the 19th century, Europe is taking a leading role. Russia annexed the Asian steppes, and Japan during the Ming Dynasty took over the Pacific. After World War II, the relationship between the bipolar world establishes, and the world today is structured as a unipolar (the dominant role of the U.S.) or tripolar (the U.S., Japan and the European Union). Accepting this view, theories of globalization can be divided into the theory of forerunners and contemporary theories. (Sakun M. Zecevic, R, 2009:145)

Theories of forerunners include precursors of ideas that are the germs of the globalized population. These include Simon Kont theories on the pan-European government, Morris' understanding that the proletariat has no country, Spencer's idea of universal stages of development of society, and so on.

The true originators of the idea of globalization were imperialism theorists who explain why there is mutual linking between distant territories, as well as the reasons of the connection and the internationalization of capital. After World War II, the theory of modernization and convergence were developed. According to the first theory, traditional societies are being transformed into modern images that represent highly developed economies of Western Europe and America. Changes are peaceful and multi-phase and the main driver is the change in the technology development. The ultimate goal is to achieve the degree of change in the development of highly developed, industrialized democracies of the West. Convergence theory also emphasizes the importance of technological development for changes in social organization, political and cultural life of societies.

Modern theories of globalization are divided into three groups:

1. Neo-Marxist (dependency theory, world-system theory and the theory of global system)
2. Post-modernization theory (Anthony Giddens, Ulrich Beck and Ronald Robertson)
3. Theories of international relations (Francis Fukuyama and Samuel Huntington)

The main thesis of dependency theory boils down to the claim that the penetration of the colonial capital in third world countries destroys their social and economic structure creating the conditions for a complete economic stagnation for a long time. World-system theory is based on the idea that globalization ignores the real issues and misunderstands the real crisis in which the world is. The theory of global system insists on the distinction between the concept of globalization and internationalization. Many authors try to define the process of globalization, and mostly agree that it is very difficult to define it.

4. ECONOMIC ACTIVITY AND GDP GROWTH TRENDS IN THE GLOBAL FINANCIAL MARKET

Globalization constantly changes the balance of power in the world. "The West is still very dominant in terms of power and influence and will remain number one in the twenty-first



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

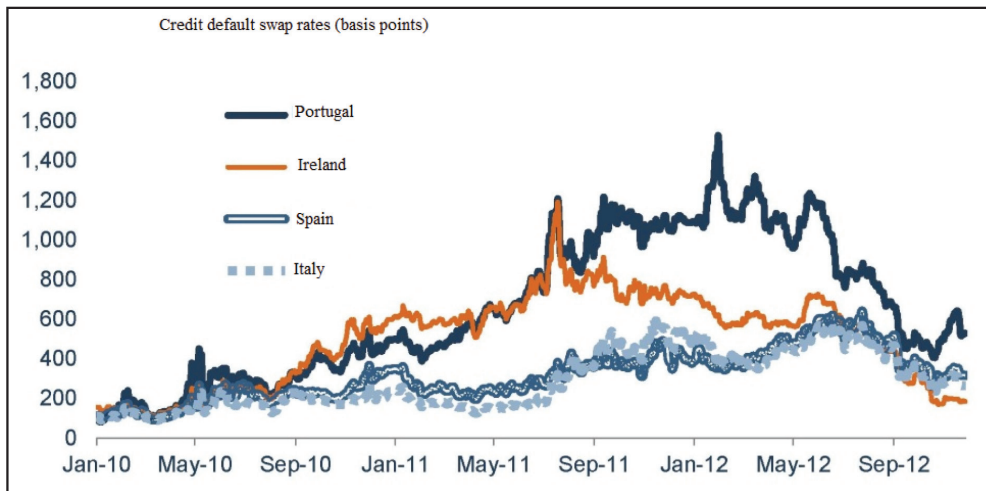
LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

century. However, gradual, inexorable and thoroughly fundamental changes occurring in the balance of power among civilizations and the power of the West, as compared to other civilizations, will continue to decline. Even today, the influence of the United States is not absolute and unlimited. Except the European Union, which has transformed from an economic to a political community, but that is still under the decisive influence of the United States, the contemporary world scene is largely shaped by four growing global economic, technological, military and political powers:

- (1) Russian Federation with its successful transition, economic empowerment, political consolidation, renewed armed forces and new foreign policy confidence,
- (2) China, with its successful "open door" policy, rapid economic development, political stability and the ambitions of leaders, not only in the Asian region,
- (3) India with its technological and economic growth,
- (4) Brazil with its comprehensive modernization, social democratization and economic progress, and
- (5) Japan, seeking its new political role in international relations in proportion to its indisputable economic and technological power in the modern world, regardless of the limited natural resources (metals, non-metals, energy) and the relative narrowness of geographical space

Figure 1: Trends in the financial markets



Source: www.worldbank.org financial report

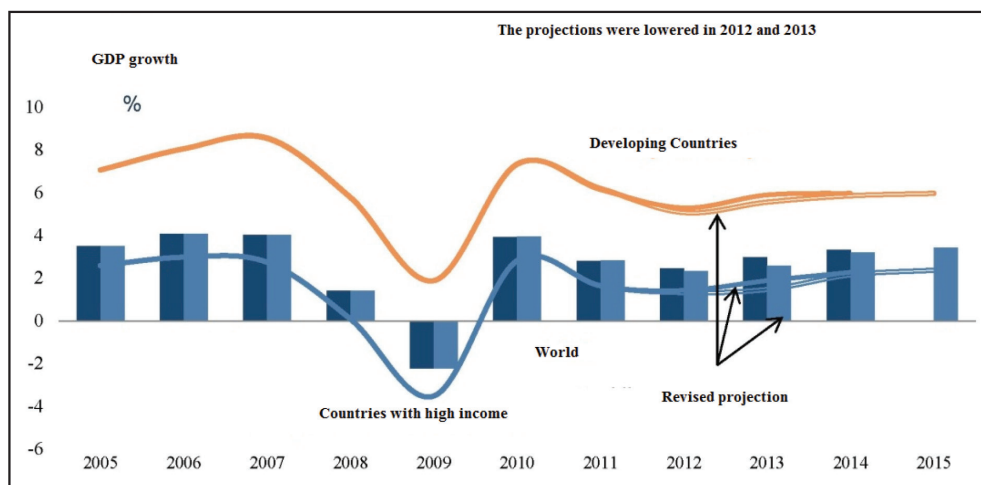
After months of declining in economic activity following the turbulence in the financial markets in the second quarter of 2012, global economic activity is beginning to re-grow especially in developing countries. However, growth is moderate and weak. Recent data show the slow growth of industrial production in the two largest economies of the world, the U.S. and Japan.



In the euro zone, since a volatile second quarter of 2012 ended, significantly are eased tensions in global financial markets, mainly due to the announcement of the measures of the European Central Bank (ECB) for the defense of the euro area, but significant risks remain in the global economy. In early September, buying the ECB bonds significantly mitigated the risk of acute crisis and borrowing costs for countries with high interest rates sharply decreased, such as Italy and Spain (Figure 1).

Differences in interest rates since the beginning of June is recovering and the global capital markets: shares in high-income countries for 2012 have so far increased by 10.7 percent, while in the emerging countries by 8.1 percent. All capital flows to developing countries (issues of international bonds, cross-border syndicated bank loans and equity investments), which at the end of the second quarter in June fell by 30-40 percent, in the third quarter have returned to the levels of the first quarter. As in Europe came repayment, the syndicated bank lending to developing countries almost doubled in August, although it is still more than 30 percent below the level from 2011. Developing countries were pioneers in the repair of economic activity. Industrial production grew by 5.8 percent annually in the third quarter. China's GDP increased by 9.1 percent (inter-quarter, on an annual basis), compared to 8.2 percent in the second quarter, primarily due to the services sector. Among high-income countries, the situation is more diversified. In the U.S. there has been an acceleration in the second quarter (2.7 percent inter-quarter per year) due to solid growth in investment in real estates, but then followed a sudden drop in third quarter (a decrease of 3 percent inter-quarter per annum). In the euro zone, industrial production increased in the third quarter, but not enough to prevent the decrease GDP in a quarter level (-0.1% inter-quarter). Global GDP growth, as its projection by 2015 can be seen from the graph no. 1.

Graph 1: Global GDP growth and projections



Source: www.worldbank.org financial report



5. RESUME

Globalization breaks and marginalize the criteria marginalize of all previous divisions (political, ideological, national, class, racial, religious, etc.) and obeys them according to rational and universal economic criteria, which, naturally, leads to the dominance and power of those who own mobile capital, technology, knowledge and information. Contemporary international economic processes are part of a long-term transition from industrial to post-industrial society and from the internationalization of economic life towards globalization. Many economic, technological, institutional, political, cultural and other parameters show conflicting trends: globalization, on the one hand uniting the world, on the other, divides it into post-industrial civilization and the various versions of pre-industrial and industrial civilizations. The difficulties of explaining and understanding complex and contradictory process of globalization, especially its many consequences and side effects cannot be explained, except perhaps with the existence of very strong antinomies of human society development in general, as well as exponential and dynamic changes. Big capital in various forms breaks all barriers and almost all solved everything is solving through it. Basic forms of manifestation of globalization are financial, investment and trading processes and basic strategies of its realization is both local and global, because this is a prerequisite of economic unification of international standards of behavior.

REFERENCES

- [1] Bagvati J., (2009), *U odbranu globalizacije*, Službeni glasnik, Beograd. ISBN 9788675496489
- [2] Dašić D., Karić D., (2009), *Međunarodna ekonomija sa osnovama diplomatije*, Delta Press, Beograd. ISBN 978-86-910865-3-4
- [3] Horst Siebert, (2002), *The World Economy*, Second Edition, str. 8, Routledge, London and New York.
- [4] Henri Kisindžer, (1999), *Diplomatija I*, Verzalpres, str. 5, Beograd.
- [5] Krugman P., (2010), *Međunarodna ekonomija*, Data status, Beograd. ISBN 978-86-7478-072-5
- [6] Mićević V., (2002), *Globalizacija i novi svetski poredak*, Čigoja, Beograd. ISBN 86-7558-048-7
- [7] Sakun M., Zecevic R, (2009), *Sociologija*, Visoka turistička škola strukovnih studija, Čigoja, Beograd
- [8] Unković M., (2009), *Međunarodna ekonomija*, Univerzitet Singidunum, Beograd.
- [9] Vivijan Forester, (2008), *Globalizam kao strana diktatura*, intervju, Politika, Beograd 12. januar, www.politika.co.yu.



CONFLICTS OF DEVELOPMENT GOALS BETWEEN ECONOMICS AND ECOLOGY

Knežević Rade S.¹, Mrdak Gordana², Knežević Željko³

¹ALFA University, Faculty for Strategic and Operational Management, Belgrade, Serbia,
rade.knezevic@fppsp.edu.rs

²College of Applied Professional Studies, Vranje, Serbia

³Novi Sad, Serbia, zeljko.knezevic@vinarijacoka.co.rs

Abstract: *The relationship between economics and ecology must be a two-way interaction. Sustainable development can not be achieved without a healthy environment, but also a favorable ecological environment can not be achieved without the guidance of a part of obtained national product in the improvement of the environment. These are complementary goals underlying the concept of sustainable development. Economics examines the attitude towards nature as an active exploitation of resources to meet human needs, and ecology examines and adjusts the relationship of wildlife and natural environment. Because of that is very significant the role of management and business entities, which in pursuit of profit maximization must not ignore the rational use of the natural resources and environmental impact.*

Keywords: *economics, ecology, conflict objectives, sustainable development.*

1. INTRODUCTION

The main objective of the economy in relation to the environment is in search of such methods and activities in the production process, which will enable the use of natural resources in the most economical way to meet human needs without compromising the environment or compromising it in the smallest possible way.

The main goal of ecology is to preserve the environment unchanged, but still be close to the objective of the economy to meet human needs.

This opposition of goals of economy and ecology is particularly visible in the application of free market and its demand for freedom of unlimited use of resources through competition and environmental requirements for the establishment of institutions of control and restriction of the natural environment and its resources.



When it comes to economic development, the most important indicators of unsatisfactory relations in the field of ecology include the following: limitation of certain natural resources, population explosion and the effects of certain development goals in the direction of emphasized ecological balance.

Economy attitude towards nature observes as rational exploitation of natural resources in order to maximize profits and to satisfy human needs. Ecology does not seek to maximize profit, but to minimize losses caused by excessive human activities in resource exploitation. Natural resources are limited resources and they must be considered by economics when exploitation, which is contrary to market combinations which does not recognize the limitations as the way to regulate the protection of natural resources.

Natural environment is emerging as a provider of renewable and non-renewable raw materials that are used as inputs in the production process. It is such a resource that provides satisfying a range of human needs, existential needs in the first place, and then derived. It accepts all types of waste produced by human production activities and provides land as space for human activities. To this end a formula of 'sustainable development' was created as a theory of the development of economy and society as a whole in line with the needs and constraints of nature.

2. ECONOMICS OF SUSTAINABLE DEVELOPMENT

The key starting point of the concept of sustainable development is the position according to which economic development cannot be treated independently from the issue of ecosphere balance.

Economy has no problem with a renewable resources because living nature is self-regenerating, as well as with continued resources that are available regardless of human activity (solar energy, wind). For non-renewable resources that are naturally given but not self-renewing there must be control of using or by any conscious action of business entities either by regulations of institutions of control.

In the literature as the most important factors of economic development strategies are listed:

- The current economic theory,
- Technological level of production,
- The basic attributes of the economic system,
- The political system of the country,
- Nature of the international environment,
- The character of the previous development strategy.

On the other hand, the main preoccupation of the policy of economic development is focused on the economics of operations, ie. economics of volume by increasing production and profits. Environmental policy is set in the seventies at the United Nations Conference on the Human Environment (UNCHE), held in Stockholm in 1972, as the reconciliation policy of economic activity and the environment. However, only in 2002. at the World Summit on



Sustainable Development in Johannesburg, sustainable development set the basic principles of the development of the world economy while preserving the environment.

Considering the non/endurance of environment, many human and economic activity must be reduced. Economic growth and development is required and desired only without compromising the ability of future generations to meet their own needs, given the limited resources. Quality of life includes not only material but also moral dimension, cultural and spiritual. Sustainable development is not of local or national character - it implies equitable distribution among all countries and social groups as well. If there is a risk that the economy by its activities may endanger the environment, it must redirect its activities and adapt them to the new situation, without harming the environment and without leaving future generations unable their needs.

Economics as a "household management" and ecology as "the study of the household of nature" not only stem basically from the same Greek word, but they have the same common goal: the satisfaction of human needs! From here stems the basic conflict between these two sciences. In order to achieve the main goal, the economics has to use resources that are available by which it endangers the existing balance in the economy, particularly in the use of non-renewable resources, which proponents of expansive capitalism have not been paying attention to . It is more acceptable attitude to compensate limited natural resources by using artificial materials, greater investments in scientific and technological innovation activity. Otherwise, geopolitical balance will be disrupted, causing the collapse of the biosphere.

It is believed that high standard is the result of stabile, non expansive economy. High standard implies that the technological advance is decisive factor in increasing wealth and strong economy. Continually growing economy is necessary only in the case of meeting the growing material needs of the growing population. On the other hand, the increasing consumption is not desirable nor necessary, it does not contribute to the existential and basic needs of humans, but leads to the beginning of a new economic cycle which is far from prosperity.

Economic growth threatens the environment and contributes to the damage that has to be compensated. Environmental protection must be considered as a part of the production activities. Because of that the part of gross domestic product has to be invested in environmental protection. Environmental costs must be included in the product price and paid by those who used those environmental conditions, never by consumers. Additional funds from the gross domestic product must not be used only for repairing the damage caused by exploitation of natural resources, but for the general welfare of society. It is logical to conclude that those who cause such negative effects in nature for the sake of their profits, cannot transfer costs to consumers and use their own profits for individual needs and redistribute it in such way. Legislation is, therefore, necessary in order to make equal the relationship between profit and redirecting resources to environmental purposes.

In the current conditions, almost all developed market economies tend to develop a more efficient environmental policy, ie. planned use of available economic resources while ensuring secure financial means for continuous regeneration of natural resources. Very active role in defining national environmental policy has the state which seeks to diminish or even to ban unsustainable patterns of production and consumption.



3. THE ROLE OF MANAGEMENT IN SUSTAINABLE DEVELOPMENT

Eco-Manager is a new category of managers and provides a link between the existing management and environmental needs. It operates at all levels of government and it is the condition of survival and development. It must contribute to the realization of the objectives of the business activities of the company with the protection of the environment, ie. must take into account the level of resource limits and their regeneration. Eco-management must respect and apply ISO 14000 standards which are related to ecology and aim to reduce the harmful effects on the environment.

Duties and responsibilities of the managers in the resolution of conflict relations of economics and ecology are specific. Given that the main objectives of the economy are: economic growth, economy of volume and profitability of the business, it can be noted that they are contrary to the objectives of ecology: the preservation and enhancement of the environment, quality of life, the rational use of natural resources and compensation of damage in the economy. Because of that, by special education eco-managers must be oriented to the production of healthy food, packaging, environmental, ecological landfills, possible contamination of air, water, soil, potential increase in noise level, taking land, flora and fauna, climate, radiation, visual pollution, separation space, energy and resources, health and social influences, natural and cultural heritage, and everything else that involves environmental protection and compensation for any damage or regeneration of resources.

The Law on Strategic Environmental Impact Assessment (Official Journal of RS, no. 135/04 of 21.12.2004) brought a strategic assessment of plans and programs on the environment, as an instrument to ensure compliance of the conditions of exploitation with the conditions of location.

In market economy conditions economic actors seek to ignore the elements of environmental costs, even though they are aware of their existence, especially if there are no sanctions for such behavior. The market mechanism will inspire some economic actors to transfer the social costs to other actors or postpone them for a future time. This is the basic argument for the formation of social institutions which will take care of preserving the environment. To avoid that the costs of government intervention are greater than the benefits realized, it is obligatory to compare the costs and possible effects of such actions.

Environmental policy must be based on a systematic use of available natural resources as well as providing secure financial resources for continuous regeneration of renewable natural resources. The government introduces new legislation relating to environmental policy, from regulation to the sanctions for non-compliance. Environmental policy must be in function of realizing long-term stable economic development and equitable distribution of natural resources through the development of new technologies and reduction or cessation of production of the leading polluters. The goal of environmental policy as a component of macroeconomic policy of development is to determine the positive and negative external effects and propose a way to reduce the negative and increase the positive external effects.

The most common preventive measures against pathogens that pollute the environment are: legal prohibition of activities that may endanger the environment, provided that such activity does not follow adequate safety measures, establishing standards for activities that may be harmful to the ecological balance (standards which regulate: design, construction and equipment of industrial plants and machinery, methods of production, storage and distribution,



type, scope, quality and content of fuels and raw materials, measures to prevent or reduce waste that affect pollution, etc.), prohibition of carrying out certain activities, potential environmental destabilizers until the approval of certain state agency is obtained.

Economic instruments are programmed to act on exploitation of natural resources. The instruments can be called economic only when their use is conditioned by assessment of costs and benefits and choosing the best alternative that provides the desired situation.

4. CONCLUSION

Disturbance of the ecological balance cannot be completely avoided. By uncontrolled destruction of nature, humans simultaneously started to destroy everything which in the history of human civilization was built. Continuous progress upward cannot be done without taking into account the problems of protection of environmental interests.

For these reasons, the central principle of environmental policy must be: harmonizing economic growth with the need to preserve the ecological balance. New products must be in accordance with the principles of ecological safety. Scientific and technical progress must be in function of meeting high environmental standards.

Environmental policy aims to solve the numerous problems with the human environment while providing economic growth, i.e. maintenance of ecological balance with the development performance of the economy. Reducing to a minimum numerous risks and uncertainties that arise as a logical consequence of the numerous contradictions between economic growth and ecological balance is the essence of undertaken measures of environmental policy.

BIBLIOGRAPHY:

- [1] Marschall A., *Principles of Economics*, London, 1890.
- [2] Baumol W., Blinder A., *Economics: Principles and Policz*, The Dryden Press, 1997., p., 492.
- [3] Cvetanović S., *Teorija i politika privrednog razvoja*, Niš, 1999.
- [4] Đerić B., *Teorija i politika privrednog razvoja*, Savremena administracija, Beograd, 1997.
- [5] Stojanović R., *Teorija privrednog razvoja u trećoj tehnološkoj revoluciji*, Savremena administracija, Beograd, 1987.
- [6] Marković D., *Socijalna ekologija*, Beograd, 1994.
- [7] Popović S., *Pravni aspekti zaštite životne sredine*, Tehnologija i razvoj, Jugoslovenska naučna tribina, Beograd, 1989.
- [8] Marsenić D., *Ekonomika Jugoslavije*, Ekonomski fakultet, Beograd, 1996.
- [9] Kornai J., *Put u slobodnu privredu*, Ekonomski institut, Beograd, 1992.
- [10] Acin Đ., *Međunarodni ekonomski odnosi*, Pigmalion, Novi Sad, 1995.
- [11] Milenković B., *Ekološka ekonomija: ekonomski razvoj i životna sredina*, Fakultet zaštite na radu, Niš, 1996.
- [12] Sekulović M., *Sistemski pristup privrednog razvoja*, Ekonomika, Niš, 1981



SOCIAL MEDIA AND E-MARKETING

Kocovic Petar

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia, petar.kocovic@fpssp.edu.rs

Abstract: *Various techniques based on hardware and software improvement exist today to support marketing activities. Some of them were already seen in the movies, some improvements came from university labs. Amoled active matrix display is part of hardware revolution. Software package consist of: Cloud Computing, Social Computing, Context Aware Computing, Pattern-Based Strategies*

Keywords: *Cloud Computing, Social Computing, Context Aware Computing, Pattern-Based Strategies*

1. INTRODUCTION

The Terminator is a 1984 science fiction action film directed by James Cameron, co-written by Cameron and William Wisher Jr., and starring Arnold Schwarzenegger, Michael Biehn, and Linda Hamilton. Schwarzenegger plays the Terminator, a cyborg assassin sent back in time from the year 2029 to 1984 to kill Sarah Connor, played by Hamilton. Biehn plays Kyle Reese, a soldier from the future sent back in time to protect Sarah. In the Terminator movies, Arnold Schwarzenegger's character sees the world with data superimposed on his visual field—virtual captions that enhance the cyborg's scan of a scene. In stories by the science fiction author Vernor Vinge, characters rely on electronic contact lenses, rather than smartphones or brain implants, for seamless access to information that appears right before their eyes.

These visions (if I may) might seem far-fetched, but a contact lens with simple built-in electronics is already within reach; in fact, my students and I are already producing such devices in small numbers in my laboratory at the University of Washington, in Seattle. These lenses don't give us the vision of an eagle or the benefit of running subtitles on our surroundings yet. But we have built a lens with one LED, which we've powered wirelessly with RF. What we've done so far barely hints at what will soon be possible with this technology. (Parviz 2009). Biometrics characteristics are built inside (Kocovic 2003). If this lenses is „under development“ another tinny technology is in our hands and our homes and working places. Name of this technology is AMOLED (Active-Matrix Organic Light-Emitted Diode). An active matrix OLED display consists of a matrix of OLED pixels that generate light upon electrical activation that have been deposited or integrated onto a thin film transistor (TFT) array, which



functions as a series of switches to control the current flowing to each individual pixel. (4D Systems 2010, authors intention is not to put links to web sites, but at the moment of writing this was the best possible source). If this lenses is „under development“ another tinny technology is in our hands and our homes and working places. Name of this technology is AMOLED (Active-Matrix Organic Light-Emitted Diode). An active matrix OLED display consists of a matrix of OLED pixels that generate light upon electrical activation that have been deposited or integrated onto a thin film transistor (TFT) array, which functions as a series of switches to control the current flowing to each individual pixel. (4D Systems 2010, authors intention is not to put links to web sites, but at the moment of writing this was the best possible source). Characteristics of the AMOLED material is: „thickness“ between 10 and 100 micrometer, and working temperature is below 150 C. What we need more? To pay \$1 per m², for AMOLED and to make 360 degrees round wall ant to invite friends on basketball match using AMOLED technology (Kaku 2010). Hardware is here. What's about the software?

2. SOCIAL MEDIA AND SOCIAL COMPUTING

Software is also here, but not in the form and ready for the year 2029. Today, four great fields of the software development exists: (1) Cloud Computing, (2) Social Computing, (3) Context Aware Computing, (4) Pattern-Based Strategies Before we open widely central theme of this work, we will discuss other three topics. Let's start with Cloud Computing.

Cloud Computing

There are few definitions of Cloud Computing. Gartner defines cloud computing as “a style of computing where scalable and elastic IT-related capabilities are provided ‘as a service’ to customers using Internet technologies”. (Smith 2009, Kocovic 2012, Kocovic 2011a, Kocovic 2009a). Five important items support outcomes:

1. **Service based.** Consumer concerns are abstracted from provider concerns through service interfaces.
2. **Scalable and elastic.** Services scale on-demand to add or remove resources as needed.
3. **Shared.** Services share a pool of resources to build economies of scale.
4. **Metered by Use.** Services are tracked with usage metrics to enable multiple payment models.
5. **Internet Technologies.** Services are delivered through use of Internet identifiers, formats and protocols.

Expansion of Cloud market

Characteristic of Cloud Market showing stable growth, and include more and more innovative technologies. From first light, related to public services, nowadays this is arena in which public and private cloud found their place. Three main categories: Software as a Service (SaaS), Infra-



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....
LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

structure as a Service (IaaS) and Platform as a Service (PaaS) are engine for fast development in this area. But, financial results and forecast varies and showing the following characteristics:

1. The worldwide market for cloud services was worth \$58.6 billion in 2009.
2. By 2014, the market will be worth \$148.8 billion.
3. Gartner has revised its five-year forecast growth rate from 26.5% to 20.5%. This downward revision, however, simply reflects the law of large numbers — that is, as the overall market grows, growth rates naturally diminish.
4. Over the course of the next five years, enterprises will spend \$112 billion cumulatively on software as a service, platform as a service and infrastructure as a service combined.
5. North America is the largest country/regional market, representing 60% of the worldwide figure in 2009. During the next five years, North America will continue to be — by some distance — the largest market.
6. There continues to be great diversity of activity, maturity and growth among the many different elements of the overall cloud services marketplace.

3. SOCIAL COMPUTING

Gartner’s Day in Your Life project examines scenarios for various life and work roles in 2028, based on selected technological, societal and economic assumptions. Technology planners can apply the findings and adapt the process to their own planning activities. (Fenn 2009 a, Fenn 2009b) Our journey starts with a set of assumptions about what the world of 2028 will look like. These are drawn from a variety of sources, ranging from the political and economic projections of the National Intelligence Council and the U.S. Joint Operating Environment, through demographic forecasts from the U.S. Census Bureau and the Organization for Economic Co-operation and Development (OECD), to Gartner’s own assessment of the likely maturity of various technologies.

Because this research deals with such a long time frame, these assumptions should not be viewed as predictions of what will happen, but as visions of what could happen. We know that the world of 2028 will be different from anything we envision today, because we cannot know what disruptive human inventions or natural interventions will occur along the way. However, statistics tell us that, given a large number of low-probability events, the chances that they will all occur are low, but the chances that one of them will happen are actually quite high. The catch is, of course, that we don’t know ahead of time which event will occur. One of the benefits cited for regular scenario planning, and tracking of the assumptions and outcomes that result, is that organizations are better prepared to address contingencies as they arise (Schwartz 1996, van den Heijden 2005). Building on our assumptions for the world of 2028, we explore the implications through day-in-the-life stories or scenarios for three distinct demographic roles. The roles are spread across age, gender, geography, ethnicity, social and economic status.

“Key findings” from the year 2028, if we assume social computing as a key discipline are:

- Professional and peer communities will allow individuals to apprentice in selected disciplines prior to formal education.



- Automated diagnostics, medical robots and intelligent homes will be established methods for medical care.
- Intelligent information agents will reduce many administrative tasks and enable individuals to focus on core activities.
- Technology won't reduce the necessity of human interaction and compassion during personal healthcare crises.

From chaos to order – from non-structured databases to structured databases

Many collaboration support environments, shared team workspaces and project repositories have formal requirements about who participates and who has access to the information kept there. They also have formal rules for how participants interact with each other and with any relevant information or documents. A good example is the way a pharmaceutical company works to get its new drug through a government regulatory process. The participants in these environments are pre-assigned, with certain tasks to perform. People outside the prescribed process have little or no view into the group's activities.

The pros: Such environments are a great way to support well-understood processes or transaction-oriented activities. These environments can ensure that a process is implemented correctly and on time. The activities stay focused on the job at hand, the information is secure, and the rules of engagement ensure quality control, consistency and accountability.

The cons: Formal collaboration support environments are too rigid for some activities or less understood processes:

- Changes are costly and time-consuming. Information tends to become outdated.
- Many prospective participants are left out. The process itself is isolated from other activities.

Formal collaboration support environments cover only a fraction of collaborative interactions. Most work still gets done through direct peer-to-peer interactions by e-mail, instant messaging, the telephone and face-to-face conversations. Social software can help organizations combine the usability and flexibility of communication mechanisms such as e-mail with the persistence and organizational properties of formal collaboration support environments. Social software is about using opinions, comments, descriptions, labels, preferences, observations, interests, likes/dislikes and predictions as raw material for building valuable information resources. A social software environment brings together a number of capabilities that (Drakos 2008):

- Stimulate participation through informal interactions.
- Capture and organize these interactions into an emergent structure that reflects the collective attitudes, dispositions and knowledge of the participants.

Second component of chaos is also present: non structured data. According to some research (Kocovic 2011), around 95 percent of all data on world network are non-structured. Sources are photos and video materials. Youtube.com is generator of vast amount of such data. In



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

youtube.com storages exists more video materials than three largest USA TV stations CBS, NBC and CNN produced together from 1946 until today. Various algorithms are developed in last ten years for recognizing specific motifs in photo and video. (Stojemenovic M, 2007). This leads to the new, widespread discipline called augmented reality.

Augmented reality (AR) is a term for a live direct or an indirect view of a physical, real-world environment whose elements are augmented by computer-generated sensory input such as sound, video, graphics or GPS data. It is related to a more general concept called mediated reality, in which a view of reality is modified (possibly even diminished rather than augmented), by a computer. As a result, the technology functions by enhancing one's current perception of reality. By contrast, virtual reality replaces the real world with a simulated one. Augmentation is conventionally in real-time and in semantic context with environmental elements, such as sports scores on TV during a match. With the help of advanced AR technology (e.g. adding computer vision and object recognition) the information about the surrounding real world of the user becomes interactive and digitally manipulable. Artificial information about the environment and its objects can be overlaid on the real world. Research explores the application of computer-generated imagery in live-video streams as a way to enhance the perception of the real world. AR technology includes head-mounted displays and virtual retinal displays for visualization purposes, and construction of controlled environments containing sensors and actuators. (Pair 2002)

Another example includes Context aware reminder. Just imagine that we are on the street, on the lunch. We have our iPod with us. At one moment we got a message on our iPod, from our calendar application, that today is mother-in-law's birthday. And a map of offered flower shop in the circle of few kilometers. And one recommendation from our friend who bought in one of those shops. So we went to this shop, bought flowers, and this afternoon everybody was happy: our wife, and of course, our mother-in-law.

Third example is from everyday shopping in shopping malls. Our standard procedure is to looking at the products and to make decision about products what we like to buy. Now we have powerful tool: our iPod or Android mobile phone equipped with camera and Internet functions. Before we start, at our homes, we enter all data in the application Ecoshopper (about organic certification, violation for genetic modification, the fat and salt content...).

At the moment we stop by the musli products. And our application shows that Tasty Wheat is this food what satisfies our conditions. But, our brain saying – Choco Puffs is what I like. And we received message on our mobile phone: „Mobile coupon – if you buy 2 pices – you will get special discounts“. But Choco Puffs is coloured red – this is what we do not like! And our kid, who is with us on shopping cries: „Father, buy me Choco Puffs!“ And two pices of this type of food is now in our keddy.

How this was happened? In the shelves was hidden video camera which tracking our eye motion. So camera recognized movement of our eyes, sent information from our iris scan to the computer, and server found our mobile phone into the database – so message finished in a few seconds on our mobie phone display. Iris scan is unique feature of every person in the world. (Kocovic 2003) From where seller collect the data for every person? From Social network programs. As it was mentioned before - converting un-structured to structured data is great field of development which will change our world.



Social Computing – Confluence of Technologies

Social computing is about enabling, encouraging and capturing the often unstructured interactions between individuals. These interactions and the individuals involved are the essence of communities — and their diversity, depth and reach are the measure of how vibrant and dynamic those communities are. Humans need to communicate, to socialize, to belong to communities, and to be recognized and respected by other community members. These desires are well understood and documented (Maslow 1943). The arrival of affordable computing power, communications and the Internet has enabled communities to break the previous constraints of geography and become global in their reach and influence. The concept of social computing is therefore emerging from the confluence of a desire to harness the interactions of groups of individuals along with the availability of technology platforms that support large-scale collaboration in virtual environments.

Such environments can create a new social dimension or extend social interaction among loosely connected participants, provide the means for interaction and information sharing, and allow social patterns to emerge and evolve. They are enabling the growth of communities with unprecedented reach and influence, often without easily identifiable leaders. Successfully leveraging these communities represents a great opportunity for enterprises, although it poses many challenges.

Within the enterprise, social computing facilitates many interpersonal functions with business implications, such as internal teaming, problem solving, collaboration, and knowledge management and transfer. Such interactions lie at the core of meeting growing business demands to improve communications, enhance collaboration and encourage innovation throughout the organization. Externally, social computing supports deeper, more mutually supportive enterprise relationships by involving customers and suppliers in similar ways at every stage of a business life cycle — from design, through development and production, to marketing and sales, to customer service and support. As businesses increasingly seek to strengthen their level of engagement with prospects and customers, understanding the power of communities, the multiple personas of their members (Strauss 1991, see "Generation V: The Virtual Generation"), their expectations, their aspirations and how to interact with them will become essential skills for business in the 21st century. Stronger customer relationships increase loyalty and brand recognition, and ultimately drive enhanced revenue. However, social applications, the key to harnessing the growing community, are quickly rising to the "Peak of Inflated Expectations" and are often being deployed without mutual balanced purpose. Every successful social computing project will need mutual purpose, from the customer, employee, citizen or persona side (motivation for participating) and the business side.

Social computing represents almost unknown territory for most enterprises, used to many years (even decades) of tight, top-down hierarchical control, and many significant challenges lie ahead for business leadership. With a culture that depends on control and security to protect information, the freedom inherent in social computing will be especially challenging to information security officers and others inside the enterprise responsible for sensitive information or compliance. Balancing the conflicting demands of freedom and innovation against the necessary controls and restraint will be the key to successful social computing deployment for enterprises. The continuing democratization of IT (a broader perspective describing the



growing impact of the consumerization of IT on enterprises) and the increasing use of mobile devices will be magnified by social computing to affect both platforms and use. This will have significant implications for IT operations and corporate infrastructure as well as for internal processes and platforms and vendors in this space.

Social computing is the way people use technology to interact and create communities, and although we believe that these behavioral trends will affect all elements of society and all enterprises (public and private) in all geographies and markets, cultural, historical, geographical and industry norms and behaviors will influence the extent, manifestation and speed of change. The impact of communities is an irreversible and increasing trend that will affect all organizations in all regions and industries. The democratization of IT is accelerating and globalizing the opportunities for interaction between individuals. Social computing is intricately linked to the emergence of Web 2.0 to help meet the demand of individuals to engage more effectively, and as these tools develop, they are entering the enterprise environment via a multitude of formal and informal routes. This is a trend that is in its early stages, will develop quickly and evolve substantially. But it will not go away. Business and IT leaders should take careful note of the detailed perspectives in this report and consider how it will affect their own organizations at all levels.

4. CONCLUSION

Every business leader must stay abreast of trends in his or her area, but keeping up with technology trends is challenging even for those who live and work in the world of IT. New technologies, products and services enter the market daily. To determine which of these innovations warrants immediate attention, and which can safely be ignored for the time being, business leaders need to conduct a regular scan of emerging technologies. In this research, we examine six new technologies that early adopters are already applying and that will impact a far broader range of business processes and revenue opportunities across industries during the next three to 10 years.

Growing numbers of objects contain local processing capabilities due to the falling size and cost of microprocessors, and are also becoming capable of interacting with their environment through sensing and networking capabilities. The emergence of this real world Web (also called the "Internet of things") is adding a layer of physical context and relevance to the user's digital interactions. Contributing technologies include wireless networking, sensor mesh networks (low-cost, self-configuring networks of small sensors), object identification (RFID, quick response [QR] codes and image recognition), and the location-sensing technologies (GPS, compass, acceleration) being built routinely into today's mobile devices.

BIBLIOGRAPHY:

- [1] 4D Systems (2010): "Introduction to OLED Displays - Design Guide for Active Matrix OLED (AMOLED) Displays", 2008-05-22. Retrieved 2010-09-06, www.4dsystems.au
- [2] Drakos N (2008): "Use Social Software To Fill the Gap Between Formality and Chaos", Gartner Research, February 2008



- [3] Drakos N (2007): “Seven Ways to Succeed With Wikis and Social Software”, Gartner Research, June 2007
- [4] Fenn J, Burton B, Harmon T, Madsen T (2009a): “A Day in Your Life”, 2028, Gartner Research, April 2009
- [5] Fenn J, Harmon T. (2009b): “A Day in the Life of a Social Worker, 2028”, Gartner Research, April 2009
- [6] Kaku M. (2010): „Physics of the Future“, Double Day, USA, 2010, eISBN: 978-0-385-53081
- [7] Kocovic P.(2012): „Challenges in Cloud Computing”, to be published on IPSI Transactions of Internet Research, January 2012, Volume 8, Number 1, ISSN 1820 - 4503
- [8] Kocovic P, Vaskovic V (2011a): “Cloud Computing Technologies for Internet Banking”, Metalurgica International, Vol. 18, No 3, pp. 167-173, 2013, ISSN 1582-2214
- [9] Kocovic P. (2011b): “Second Decade of 21st Century – Computing Everywhere”, LEMiMA, 2nd International conference, Belgrade, April 12/15, 2011, ISBN 978-86-87333-24-6, pp 71-841
- [10] Kocovic P (2009a): „Google vs Microsoft and Cloud Computing“, LEMiMA 2009, Sept. 25-27, 2009, pp 249-255
- [11] Kocovic P. (2009b): “The Business Impact of Social Computing”, February 8-11, 2009, 1st International Conference ANTiM, Vrnjacka Banja, Serbia, pp 46-51
- [12] Kocovic P (2003): „Biometrics-Heart of E-government“, IPSI-IEEE, Sveti Stefan, October 2003
- [13] Maslow A (1943): „Hierarchy of Needs: A Theory of Human Motivation“, paper, 1943
- [14] Milutinovic D, Kocovic P, Milutinovic V(2002): „E-Marketing on the Internet“, Veljko Milutinović, Frederic Patricelli: E-Business and E-Challenges, IOS Press, Amsterdam, Berlin, Oxford, Tokyo, Washington DC, Chapter 7, 2002, page 137-166, ISBN 1 58603 276 3
- [15] Parviz B (2009): „A new generation of contact lenses“, IEEE Spectrum, September 2009
- [16] Pair J, Wilson J, Chastine J, Gandy M (2002): «The Duran Duran project: the augmented reality toolkit in live performance Augmented Reality Toolkit», The First IEEE International Workshop, 2002, ISBN: 0-7803-7680-3
- [17] Palisano J (2009): “Augmented Reality: Adding 3D Animation to Real-time Video”, IEEE Spectrum, February 2009
- [18] Sarner A, Drakos N, Prentice S (2008): ”The Business Impact of Social Computing”, Gartner report, September 2008
- [19] Schwartz P (1996): “The Art of the Long View: Planning for the Future in an Uncertain World”, Currency and Doubleday, New York, 1996, ISBN 0-385-26732-0
- [20] Smith D. M, Plummer D, Cearley D. (2009): “The What, Why and When of Cloud Computing”, Gartner Res, 2009
- [21] Stojmenovic, M. (2007): “Algorithms for Real-Time Object Detection in Images”, in Handbook of Applied Algorithms: Solving Scientific, Engineering and Practical Problems (eds A. Nayak and I. Stojmenović), John Wiley & Sons, Inc., Hoboken, NJ, USA. doi: 10.1002/9780470175668.ch11
- [22] Strauss W, Howe N (1991): “Generations: The History of America’s Future, 1584 to 2069”, William Morrow and Company Inc, 1991, ISBN 0-688-11912-3
- [23] Van der Heijden K. (2005): “Scenarios: The Art of Strategic Conversation”, John Wiley and Sons, 2005, ISBN 0-470-02368-6



HARMONISATION AND TRANSPOSITION OF COMMUNITY ACQUIS INTO NATIONAL LEGISLATION

Kostadinović Svetolik¹, Grahovac Momir²

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
ksvetolik@yahoo.com

²Ministry of education, science, and technological development, Belgrade, Serbia

Abstract: *There is no common understanding of the nature of community acquis in the literature. Nevertheless, one thing is certain - the subject of community acquis i.e. EU law is a set of mutual rights and obligations of the Union and its subjects (Member States, individuals and legal entities). Besides, the process of harmonization of national law of the economy, both member state and any other state, is a specific legal phenomenon often viewed through the prism of paragraph (Kostadinović - Račić) that EU, in fact, is an international organization with its legal system that combines the work of communities and segments of international cooperation. This unique international organization has a supranational personal character and as such, it represents a particular constitutional structure with common goals, institutions common of constitutional changes. Elaborating on the process of harmonization of the process it is important to consider it in its entirety, but also based on specific - transposition places.*

Keywords: *harmonization of the law, transposition, community acquis, national legislation*

1. INTRODUCTION

The process of institutional connection of a country with the European Union and EU membership implies the adoption of the legal inheritance of the EU, so-called *acquis communautaire*. The process of adjustment - an approximation is the harmonization of laws and regulations of the Member States with EU law. The objective of harmonizing is the regulation of social relations in a uniform way, or as close as possible at the EU level. Given the degree of harmonization of legal solutions, it is possible to speak of communitarian regulation, aimed at the achievement of single legal solutions and the establishment of a single legal regime and communitarian regulation, which harmonize legal regimes within the EU, i.e. harmonizes the national legislations by taking over EU provisions into national law. Harmonization process includes methods and techniques of transferring solutions from the legal inheritance in the domestic legal system, the process of their incorporation in the domestic legal system and



the application process that manifests itself through the exercise of rights and acceptance of specific commitments. The EU is a consistent, unique system, an autonomous legal order with structured organizational and legal norms, legal sources and their own institutions and procedures of adoption, interpretation and application. In case of conflict with national law, EU law has primacy by the so-called principle of supremacy. This principle from national courts and national government as a whole requires to refrain from applying provisions of national law which is contrary to EU law, and instead the application of EU law. *Acquis communautaire* stemmed from fifty years of progressively complex process of European integration, which was the basis for the Treaty of Paris regarding the establishing the European Community of Coal and Steel from 1951. It represents the content, principles and political objectives of the treaties, legislation adopted by applying the treaties and the judgment of the Court of Justice of the European Communities, declarations and resolutions adopted by the European Union, measures relating to the common foreign and security policy, measures relating to justice and home affairs, international agreements concluded by the EU, as well as agreements between member states in the EU activities. It consists of the basic agreements, association agreements signed by member states, and all agreements between the EU and third countries, binding regulations, directives and non-binding recommendations and opinions and judgments of the European Court of Justice.

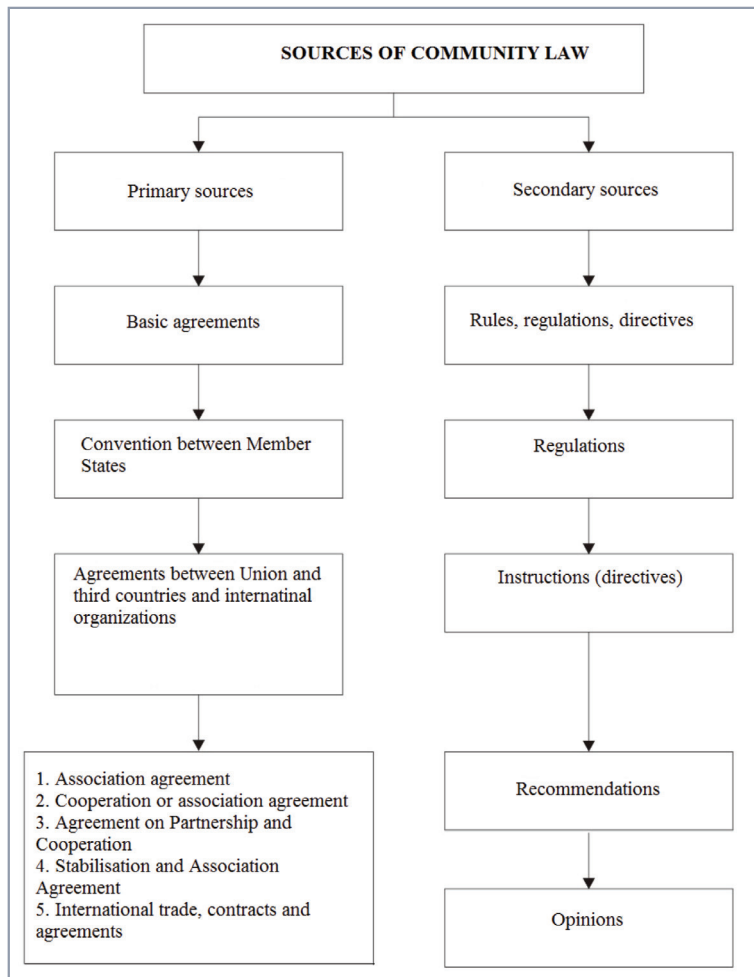
2. HARMONIZATION OF THE LAW

The process of alignment with the community inheritance is not only to identify the relevant EU regulations with which the national legislation must be harmonized, but also the analysis of the national legislation. In addition, the process of adaptation and harmonization of national legislation with the legal inheritance implies that all legal documents must be taken into account and their compliance must be assessed. West-European system of civil law emphasis the judicial decisions and law practice, and has a more pragmatic approach to the law. Therefore, judges base their decisions on the laws and regulations, while unwritten principles and various instruments of so-called "soft law" play an important role in the understanding and application of the law. EU legislation has not only written rules but also certain unwritten general principles of which many are constitutional in nature. Judicial practice has an important role in the creation of the EU legal system, and some areas are not regulated using traditional binding legal instrument, but an instrument called "soft law". Thus, the notion of rights or of what may be called the legal culture in the early stages of association, generally, is not the same in the EU and candidate countries. Therefore, it is necessary to combine two different approaches in order to do a complete and detailed assessment of the degree of correspondence between the two legal systems. Conformity assessment should be done in terms of legislation i.e. the EU point of view and from the standpoint of national legislation. Legislation is, therefore, the EU policy that serves the achievement of the goal of unification of law in the member states, to the extent that should enable the establishment and functioning of the common market. Alignment is not just a simple formal procedure, nor is it an end. It is an instrument for achieving a wide range of legal, technical, economic and political goals. In addition, harmonization is not a simple transposition of community legal norms into national legislation.



Quality of the harmonization process is measured by the application of these processes in the domestic legal order. Therefore, the process of harmonization, in addition to the activities of the legislative bodies, includes a development of the necessary supporting infrastructure consisting of professional and effective public administration and an independent and impartial judiciary. When evaluating the compatibility of national legislation with the EU inheritance, in addition to law, all by-laws before the final grade of the specific level of regulation compliance should be taken into account. Convergence of national law, the requirements of the *acquis* implies significant changes regarding the rules and procedures of the regulations or the construction of a modern legal system that must meet the requirements of membership.

Figure 1: Model of the community *acquis* source





Harmonization process includes methods and techniques of transferring solutions from the *acquis* in the domestic legal system, the process of their incorporation in the domestic legal system and the application process that manifests itself through the exercise of rights and acceptance of specific commitments. In terms of scale i.e. the scope of adjustments in third countries, the EU has offered an approaching model i.e. the so-called transition in its White Paper II, "Preparation of the Associated Countries of Central and Eastern Europe for Integration into the Internal Market of the Union". The White Paper recommended the 23 areas to states that wish to participate in the European integration process in order to harmonize their legislation with EU law. Later it was extended to 31 and 35 areas, namely: the free movement of goods, free movement of persons, free movement of services, free movement of capital, public procurement, commercial law, industrial property, competition policy, financial services, information society and media, agriculture and rural development, food safety, veterinary and phytosanitary policy, fisheries, economic and monetary policy, energy, taxation, water management, statistics, social policy and employment, enterprise and industrial policy, trans-European networks, regional policy and coordination of structural instruments, judicial and fundamental rights, justice, freedom and security, science and research, education and culture, the environment, health and consumer protection, customs policy, external relations, foreign, security and defense policy, financial control, financial issues and budget issues, institutions and other.

We can conclude that the adjustment process is fully committed to regulations and economic fields to the four freedoms: free movement of goods, free movement of people, services and the free exercise of the free movement of capital, followed by common policies - in fact, on the establishment and functioning of the internal market. Certain areas of domestic legislation are harmonized with the bypassing method, for example, when joining the World Trade Organization or the Council of Europe. Alignment as a long-term process takes place in several stages, and its duration depends on the current legal, economic and social infrastructure and the overall limits lay down by the Stabilization and Association Agreement. Clearly, the above can have an impact on the original sources of the community *acquis* model presented in Fig. [1]

3. TYPES OF HARMONIZATION

Different terms of terms harmonization approximation and coordination were used in the founding treaties. They express different degrees of the integration processes that generate between Member States, and the provisions of Article 3 and 94 of the Treaty on establishing the provided harmonization of laws, regulations and administrative measures to the extent necessary for the establishment or operation of the common market. Approximation of customs regulations was provided under the provisions of former Article 27 of the EC Treaty, and harmonization of the sales tax and state aid by provisions of Article 93 and 131 of EC Treaty. For some legislation, harmonization and convergence are provided, such as, for example, regulations on social systems, and the coordination of laws, regulations and administrative provisions foreseen in the area of residence, the recognition of professional qualifications, etc. Bearing in mind the fact that in practice it is not possible to consistently implement these theoretical models, for them, regardless of the terms of the treaties, the most commonly used



term is harmonization, which can be translated as an adjustment. The theory states the following methods of adjustment: adjustment by identifying common norms in the European Union, a full synchronization, optional compliance, in part harmonization, minimum harmonization, alternative adjustment, adjustment via the mutual recognition of national legislation and the reconciliation through the recognition the rights of other Member States and adjustment by reference to the standards. [2]

Full adjustment is the harmonization of legislation of Member States with solutions that are defined in the directive, to which Member States, except so-called procedural discretion, does not leave any discretion or material deviation (used in the "new approach" directive). The method of election adjustment is used in cases where directives have the freedom and opportunity to pursue harmonized EU rules or the ability to follow local regulations.

Unification - national regulations are replaced by the EU regulations in certain areas with full authority. Ordinances or regulations are the main instruments used for unification.

Harmonization - national regulations are adjusted with the objectives laid down in EU legislation. The main instrument for harmonization is directive. It can be positive, negative, complete and minimal.

Coordination - appropriate legal acts determine the coordination of activities, sharing information, and the conclusion of agreements on specific issues between the member states.

Positive harmonization of national law equalizes the adoption and implementation of secondary legislation i.e. harmonization measures. Negative harmonization (the terms "negative integration" and "negative control" are used in the literature) adjustment of the legal regime is achieved by strict restriction or prohibition contained in the treaties, which were sent to the states - members and by prescribing standards that limit i.e. refrain a communitarian legislator to adopt new regulations. Measures of the negative harmonization are directly applicable (e.g. prohibition of customs duties on imports and exports, import prohibition of tax discrimination, the elimination of all tariff and quantitative restrictions on internal trade, etc.). A detailed and comprehensive regulation of certain areas does not leave much room for additional regulation to member states. These regulations set the maximum standard or prescribe a uniform standard in this area. Minimum harmonization establishes a minimum of legal regulation in a specific area, which allows member states additional regulation i.e. prescribing stricter standards than the community standards, if they are compatible with the EC Treaty. Mainly used in the regulations on the protection of consumers and the environment.

4. METHODS OF HARMONIZATION AND SELECTION OF AN APPROPRIATE INSTRUMENT

Transposition is so-called copying or transmission of verbatim texts of Community law into national law. It is used in cases where the directive is very detailed and contains certain technical matters. It may be achieved by full and proper compliance with legal obligations, and can produce terminology that is not common and does not match the terminology of national legal systems.

Reformulation is a method to harmonize regulations taking the essence of obligations arising from the directive. Using this method the national legal system and legal language are preserved.



Reporting is so-called referencing to regulations, it is used very rarely and only in cases when it comes to the directive that includes detailed and precise technical terms. The provisions of the directive are listed in the annex of the national legal acts. Reference to the decree is recommended only after the accession to the EU, given the fact that the regulations are directly applicable. The general rule is that the text of the directive cannot be transcribed verbatim into national legislation. In addition, we should not follow the structure of the text of the directive. In cases where the directive is changing, the national regulation should be changed in the same way.

The basic rule is that the normative instrument used for taking over EU legislation into national law must be legally binding and have an effective impact, and the question of choice is left to the Member States. Generally, acts of Parliament, government regulations, and relevant ministries and other administrative bodies have the necessary binding power and efficiency that makes them eligible for the takeover of the EU legislation. Collective bargaining agreements have also such eligibility, as well as other general legal acts, which excludes administrative acts as an individual. The collective agreements are considered to be sufficient to regulate relations between employers and employees, if their application and the possibility of a dispute in the event of non-compliance with the provisions of the relevant directives are provided.

Selection and choice of an appropriate normative act requires a flexible and systematic approach, so we should try to avoid simple borrowing by law, which may result in often unnecessarily long delays in the adoption procedure and procedure changes as well, and the particularly important is to provide taking over more EU regulations governing the same subject to one or more regulations in order to avoid unnecessary taking over of the same EU rules in two or more national regulations. Character and coverage of EU policies, as the form of regulation that is already regulate this area, and the factors which, apart the form of the existing law in a given area and its significance, also influence the selection of an appropriate legal instrument. Following will be taken over by the law:

- a) Legal acts whose implementation involves supplementing existing,
- b) Directives, which include general principles for specific areas and horizontal directive, and
- c) Directives that constitute the rights and obligations of legal entities and individuals

5. RESUME

In practice, different terms that mean "adjustment" are used - harmonization, adjustment, approximation, etc. Moreover, in specific case is used the term implementation, which includes all three phases of adjustment (transfer, implementation, application). Sometimes "implementation" is just another phase of the adjustment that in this paper we have called "implementation". Nevertheless, in the context of future negotiations for membership of the candidate is required to show that has developed national regulations to properly transfer to EU law into domestic legal system (transposition); to effectively implement it (implementation), and applies (enforcement). Therefore, the terms used herein shall be understood only in relation to the meaning attributed to the English expression in parentheses, and no significance in the context of the national law. Based on this, the rules and procedures of the regulations and



their harmonization with EU legislation should include development and implementation of the legislative framework for the adoption of legislation based on the principle of legislative planning activities in the institutional and temporal terms; coordination of the standardization process by the line ministry in order to promote appropriate standardization policies, coordination between the legislative and executive authorities; choice of appropriate policy of action before drafting using instruments such as the analysis of the normative performance, assessment of compliance with EU legislation and respect for the introduction of uniform standards and practices in the preparation and drafting of regulations in terms of the structure around the laws, some provisions, and in terms of its components and text justification, development of inter-institutional cooperation and involvement of civil society and the economy. Therefore, in this context, harmonization of law is neither an easy nor a finished process. The EU in this area is also on unknown territory while the common feature is the question, how and at what pace to implement into the European legal space the legal institutions of Anglo-Saxon law that have emerged in different circumstances and under different circumstances. On the other hand, the fact is that the capital markets and securities becomes more unique and, among other things, corporate law, stock exchange law, securities law, competition law and bankruptcy law have increasingly harmonized, in order to serve its development. EU, aware of its limitations and risk environments, is determined to incorporate many institutes of Anglo-Saxon law into its legal space and design changes over the course of three speeds: the short, medium and long term. Legal profile of company law, largely, will be determined by the technical profile, and hence are not possible ultimate laws governing business organizations, especially corporations. Obviously, this complex issue cannot be closed with the presentation of the optimistic figures. If that were so, the EU would be made universal "recipe" for all law projects in all states, and that would be the most expensive recipe in the world. Nevertheless, this is impossible, and therefore this work cannot be considered completed ever, always current, disputed or favored.

REFERENCES

- [1] **Kostadinović S., Račić M.**, *Poslovno pravo* (peto izmenjeno i dopunjeno izdanje), Futura, Petrovaradin, 2009.
- [2] **Vukadinović, R., Jovanović, N. Medak, V., Todorić, V.**, *Kako usklađivati domaće propise sa pravnim tekovinama EU*, Beograd, 2003
- [3] **Esping-Andersen, Gösta**, *The Three Worlds of Welfare Capitalism*, Cambridge, Polity. European Commission, Eurobarometer, »The European Citizens and the future of Europe«, Qualitative study in the 25 member states, May 2006.
- [4] **European Commission**, Standard Eurobarometer, »Eurobarometer 66, Public opinion in the European Union«, Autumn 2006.
- [5] **Kostadinović S.**, *Tranzicija – stvarnosti i neke naše zablude*, Naučni skup, Metode radikalnih promena u organizacijama, BK Univerzitet, Beograd, 2004,
- [6] <http://europa.or.at/euroint>
- [7] <http://europaportal.net>
- [8] <http://europeanaccess.co.uk> Model of the community acquis source



THE ROLE OF INTERNATIONAL INSTITUTIONS IN INTERNATIONAL SOCIETY EVOLUTION

Kostić Marina¹, Petkanić Srđan²

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
marina.kostic@fjps.edu.rs

²Institute for European Studies, Belgrade, Serbia, psrgio1@yahoo.com¹

Abstract: System is an entity composed of parts which are in some kind and degree of interactions between themselves and with a system as a whole. International system is composed of states, as primary actors, and intensification and institutionalization of relations between them enable international society creation and evolution. This means that what makes the difference between international system and international society and in which point relationships in the system evolve in that of "society" can be found in the creation and function of international institutions. This is, also, the main thesis of this paper. International institutions should be defined separately from international organizations and international regimes, although, many authors use them interchangeably. Apart from enabling development of international society, international institutions have an important role in providing formal equality of states, coordination of various states policies and resolution of complex regional and global issues.

Key words: international system, international society, international institutions, international organizations, evolution.

1. INTRODUCTION

This paper deals with the concepts of international system and international society and considers the way of transforming international system in international society by creation and influence of international institutions as forms of states organized and institutionalized co-operation. The main thesis of the paper is that the international society evolution is provided by creation of international institutions which make order, coordination and cooperation in resolving regional and global issues, possible.

International society represents „surface“, visible part of the world politics, that is pervaded by the world order substance. International institutions are the composing parts of inter-

¹ Ovaj članak je deo rada na projektu 179014 koji finansira Ministarstvo prosvete, nauke i tehnološkog razvoja Republike Srbije.



national society and, therefore, pervaded by the substantial characteristics of world order which is consisted of capitalistic processes and relations and which main institution is world market. But, the relation between the state and market and, also, the role which global market has in the world society and order creation will be the subject of some other examination.

In this paper we are not dealing with the question of international institution creation, where international institutions would be a dependent variable, but only with one of their possible role – as international society creators. Here they are considered as independent variable. The role of international institutions in international society evolution is examined through structural-functionalist methodological approach.

2. INTERNATIONAL SYSTEM AND SOCIETY

For international system to occur, at first place, the sovereign states must have been created. The lowest level of their interactions and communications allows us to speak about the *system*. But, "modern states have formed, and continue to form", as Hedley Bull states, "not only a system of states but also an international society."² Only when, among set of elements, channels of communications and mutual relations are established organized structure can emerge.³

International relations are a complex set of relationships between the states, those which are organized, and do not remain just on the level of simple interactions. This way of defining international relations takes states as primary subjects of international system/society and points to the difference between international system and international society where the international society is a more complex unity than international system. According to Bull, *international system* or the *system of states* exists when states have enough contacts between themselves and enough influence to each other decisions so that they can behave as part of one unity.⁴ On the other hand, *international society* or the *society of states* exists "when a group of states, conscious of certain common interests and common values, form a society in the sense that they conceive themselves to be bound by a common set of rules in their relations with one another, and share in the working of common institutions."⁵ International system can exist without international society, but international society cannot exist without international system. We like to watch this relationship as evolution of international system in international society in which the international institution creation represented the main driving force.

Order is a concept which refers to arranged state of relations between two or more actors. Order is composed of organized elements, agents and their relations, in other words, it is a structure. Relations inside the structure, between the elements and between the elements and the structure as a whole, are organized according to the ruling principle which can be found in international institutions. *International order* is the purpose of international society and it represents "relatively permanent state of arranged relations between members of interna-

² Hedley Bull, *The Anarchical Society*, third edition, PALGRAVE, New York, 2002, pp. 22

³ Vojislav Vucenovic, Aca Markovic, *Izvorista holistické teorije organizacije*, Fakultet za obrazovanje diplomiranih pravnika i diplomiranih ekonomista za rukovodeće kadrove, Novi Sad, 2011, pp.32.

⁴ Hedley Bull, *The Anarchical Society*, third edition, PALGRAVE, New York, 2002, pp. 9

⁵ *Ib.*, pp. 13



tional society, based on their formal equality, mutual recognition and sovereignty"⁶. Notion of order should be seen as certain state of affairs and international institutions as the most appropriate mean for its creation and maintenance.

3. STATES AND INTERNATIONAL SOCIETY

States are the primary institutions of international system and society. The notion of society of states is connected to the British school of thought in international relations which differs it from both liberalism and realism. Although liberalism uses the term "community", what differentiate Bull's notion of "society", is the key role of states. Relationships between states can have form of cooperation, conflict, or be neutral and can be spread to various fields of inter-state connections. For realism, on the other hand, it is almost impossible to cooperate under the condition of anarchy and international institutions don't have any significance whatsoever.

States are the main actors of the international society as a whole. Because there is no central authority this society is "anarchical" society, but far away from being chaotic or without rules. Anarchical society is not any kind of society. It is not a society of individuals or nations, but of states as sovereign entities which allows them to enter into mutual relations and create international society and order. Sovereignty means that each of these "independent communities" has its territory, populations and effective government. Effective government relates to the real exercise of state power over the territory and population it claims to rule and independence from any outside authority. But, as Barry Buzan, asked – where is the border between international system and international society and when relations in international system acquire features of society?⁷ The definition of international society made by Hedley Bull, which was mentioned earlier, allow us to see that the key elements that differs international system from international society are the common interests and values of states, set of rules, common international institutions and a sense of obligation. Similarly to Buzan, we can conclude that the key moment when international system evolved in international society was a mutual recognition of the sovereign equality between states, as the key subjects of international relations. But why states wanted to create this formal equality? What is their motivation for that? Again we must agree with Buzan when he said: "Given the inevitability of relations with other units, a common desire for order is the minimum necessary condition to begin the evolution of international society... A minimal desire for order begins to emerge when leaders realize the disadvantages of permanent chaos if interstate relations remain wholly unregulated."⁸

Except from these authors there are those who do not recognize the existence of international society. They are usually connected to realism and speak only in terms of system, denying any possibility of durable cooperation. For us, the very existence of diplomacy, international law, international organizations and regimes indicate the evolution of international system

⁶ Marina Kostic, Mesto i uloga međunarodnih ustanova u stvaranju svetskog poretka, specijalisticki akademski rad, Univerzitet u Beogradu, Fakultet politickih nauka, 2012, pp. 25-26.

⁷ Barry Buzan, *From international system to international society: structural realism and regime theory meet the English School*, pp. 343, available at: www.graduateinstitute.ch

⁸ *Ib.*, pp. 334



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMIMA 2013

18 - 20. April 2013. Belgrade, Serbia

in society. The best example of this evolution is the existence of the Organization of United Nations. As professor Dimitrijevic explained, when he was considering the UN membership of Kosovo, each entity that wants to become the OUN member must fulfill three conditions⁹:

1. Candidate must be a state – About this condition the decision is made by the UN organs. For the states that recognized candidate as a state, it is formally equal to them.
2. The UN Security Council recommendation – Without this recommendation the procedure of entering into membership cannot start. For this recommendation it is necessary to vote qualified majority of nine members with the condition that none of the five permanent SC members vetoes that recommendation.
3. Two-third majority in the UN General Assembly – When there is a positive recommendation of UN SC, for a candidate to become member of the UN, it is necessary to get two-third majority of present and states that voted in GA UN.

Likewise, the application of new Eastern European states that were created after the Cold War for the UN membership signifies their request to become the members of international society and recognition as states.

The existence of OUN shows us several things. First, it shows us that there are *united nations or states* which indicate the unity of system and plurality of states. Second, the term "united" means that there is not just some simple set of interactions between the main actors of the system but that there are certain common interests and values (principles) under which they are united. Third, the Charter of OUN, beside mentioned common principles and goals, contains and norms, set of rules and procedures which organize relations between member states. Four, Organization of United Nations and its Specialized Agencies points to the fact that there are several common institutions and organizations by which *united* states arrange their relationships in specific fields i.e. international regimes. At the end, United Nations are the indicator of universal international society since the UN membership is almost universal, consisted of states and organized according to ruling principles, norms and procedures contained in the Charter of UN.

4. INTERNATIONAL INSTITUTIONS, ORGANIZATIONS AND REGIMES

As the new institutionalism suggests the focus of institutionalism has moved from traditional concepts of formal institutions and organizations to informal conceptions of institutions and rules. In this sense we must make a difference between concept of international institutions and international organizations, or regimes.

In the early works, in the middle of the XX century, authors usually equated the notions of international institutions and international organizations like United Nations, International Monetary Fund or World Bank. With the process of globalization and creation of various international regimes, especially at the end of 70's, it has become necessary to define these three concepts.

⁹ Војин Димитријевић, *Србија и пријем Косова у УН*, <http://pescanik.net/2010/02/srbija-i-prijem-kosova-u-un/>



International institutions are complex set of principles, rules and practices of states which creates international society and order.¹⁰ International organizations are formal, institutionalized forms of this complex set and have physical appearance. They have their offices, staff, organizational structure and rules. Organization of United Nations is, in this sense, international organization i.e. one "shell" of several international institutions. International institutions can exist without international organizations, but international organizations cannot exist without international institutions. In some cases, therefore, international institutions can have their organizational dimension, like it is the case with, for example, World Trade Organization, or they can be created around some central treaties like it is the case with international non-proliferation regime which is created around the Non-proliferation Treaty (1970).

To define international regimes, we will use the Reus-Smith classification of international institutions. He distinguishes constitutive, fundamental and international institutions in specific fields of international relations. He explains them in the following way: "Constitutional structures are the foundational institutions, comprising the constitutive values that define legitimate statehood and rightful state action; fundamental institutions encapsulate the basic rules of practice that structure how states solve cooperation problems; and issue-specific regimes enact basic institutional practices in particular realms of interstate relations."¹¹ We should have in mind that these three tiers of institutions are "hierarchically ordered" which means that constitutive structures such as sovereignty can be found in all other institutions such as diplomacy, international law or various international regimes. This is the core of understanding the main pillars of modern international society and order since all of international life and modern international relations are organized through them. To understand the nature of this society it is necessary to understand the basic principles, rules and practices according to which states behave.

5. INTERNATIONAL INSTITUTIONS AND INTERNATIONAL SOCIETY

The history of international society is the history of creation and development of international institutions. The role of international institutions is to provide formal equality of states by defining the rules of behavior, "proscribing behavioral roles, constraining activity and shaping expectations"¹² of the members of the international society. We drew our conclusion by making the analogy with the role of institutions inside the political communities-states. International institutions have a function of "law" in international society. They regulate relations between states. As in society where all the individuals are not the same institutions have the function of making equilibrium in which society can sustain itself. Constitutional and fundamental institutions like sovereignty or international law and multilateralism should provide that.

¹⁰ Marina Kostic, Mesto i uloga međunarodnih ustanova u stvaranju svetskog poretka, specijalisticki akademski rad, Univerzitet u Beogradu, Fakultet politickih nauka, 2012, pp. 11-12.

¹¹ Christian Reus-Smith, *The Constitutional Structure of International Society and the Nature of Fundamental Institutions*, Available at: <http://graduateinstitute.ch>, pp. 558

¹² Keohane O. Robert, *International Institutions: Two Approaches*, pp. 386. Available at: http://academico.direitorio.fgv.br/ccmw/images/4/42/KEOHANE_International_Institutions-two_approaches_%28JSTOR%29.pdf



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

This role of international institutions can not be separated from its function to create order and stability in international relations. As we, already, mentioned states are interested in making the order because it is, in the most cases, the best way to secure their stability and survival. It is the best possible way to overcome the disadvantages of anarchical system and security dilemma. As Glaser put it in the title of his famous work "Realists as optimists: cooperation as self-help"¹³, states will choose international institutions when they are best option for the solution of their problems. But, also, we must be aware of the lessons historical institutionalism gives us – once made choices constrain our future options and choices. So, for the states which had chosen international institution creation it would be harder to quit and abandon institutional and organizational arrangements they participate in. The best example of this thesis is the modern history of European integrations. We don't have any example, yet, that some state – member of the EU – departed from the EU membership. This problem is, also, connected with the question of "free riding" because institutional arrangements that states made constrain their freedom of action. Established channels of communication among parts of the unity, i.e. organizational structures, at the same time signify the limitation of freedom of those parts.¹⁴ That limitation of freedom of action of parts becomes the condition and foundation for development of their common activity and influence to the environment in which they exist.

Hedley Bull states that international order cannot be separated from the purpose it should achieve and define four primary or elementary goals of international society: the preservation of the system and society of states itself, maintenance of independence or external sovereignty of individual states, peace and the common goals of all social life such as limitation of violence, the keeping of promises and the stabilization of possession by rules of property.¹⁵ As we can see, all of these goals can be fulfilled by international institution creation. For example, international system/society reproduces itself by making rules of admission into international organizations such as OUN, EU, or NATO. Also, almost every international treaty is open for new signatures under specific conditions. As we saw, only states can become members of these organizations and institutions. They also contribute to the maintaining of peace and security since they provide specific rules for the use of force in international relations and proscribe the possible ways of using it. The UN Charter provides that the force can only be used in the cases of self-defense, breach of peace, threat to peace or act of aggression with the approval of the UN Security Council which gives the recommendations and decide about the measures that can be taken.¹⁶ International organizations, also, represent the global and regional forums for discussion and peaceful settlement of disputes between member states. They have some rules of procedure and decision-making rules which help the member states to create mutual trust and cooperation and to coordinate their policies when it comes to the regional and global issues such as proliferation of weapons of mass destruction, fight against terrorism and organized crime or environmental issues. They help states to lead international society in the next phase of globalization.

¹³ Charles L. Glaser, *Realists as Optimists: Cooperation as Self-Help*. Available at: <http://www.jstor.org/pss/2539079>

¹⁴ Vojislav Vucenovic, Aca Markovic, *Izvorista holisticke teorije organizacije*, Fakultet za obrazovanje diplomiranih pravnika i diplomiranih ekonomista za rukovodeće kadrove, Novi Sad, 2011, pp.32.

¹⁵ Hedley Bull, *The Anarchical Society*, third edition, PALGRAVE, New York, 2002, pp. 16-19.

¹⁶ UN Charter. Available at: <http://www.un.org/en/documents/charter/index.shtml>



6. CONCLUSION

International institutions should not be seen as something static. They are the processes and not the "things"¹⁷ and they are developing, transforming and changing themselves in order to fulfill their purpose and goals. They evolve to better suit reality. Contemporary international relations are marked by complex interdependence and the process of globalization. Society which is evolving as a result of these influences is usually called "network society"¹⁸ which means that what happens at one part of the world influences all the other parts. We can all feel these consequences after the "world economic crisis" has started in 2008. The "network effects" are especially visible in the fields of financial markets and global trade, as in the environmental field. In this situation, international institutions represent the best instrument for global and multilateral governance which can lead international society to the next level of evolution which is world society. The most significant form of multilateral governance today is G20. The existence of G20 is recognition that states cannot resolve the fundamental questions of their existence alone or that there can be only one "stabilizer". G20 was established in 1999, after the financial crisis that had hit Asia two years before, with the goal of stabilization of global financial market. Some of the measures taken by this Group were strengthening of global financial regulation and supervision over its application, macro-economical cooperation and coordination of economic policies. Member states of G20 represent around 90% of the world GDP, two thirds majority of the world population and 80% of world trade.¹⁹ This Group has become the main advocate of transformation of international financial institutions and organizations such as the International Monetary Fund or World Bank.

Directions of the future development of states, international institutions and international society as a whole are various. Different authors see different possibilities of change and different results of that change. Would it be a society of regions, states, or individuals? Would it still be anarchical or with some central authority, which means, hierarchical? Would it be "international society of globalized states"²⁰, society of "transnational states"²¹, society of multilateral global governance (G20, UN), global state or world society? There are approaches that predict that the nation states will evolve into "large networks" not only in economical, but also in political sense. "Large networks are a set of many individuals, who are networked with each other and thus, a new design that is completely different from the classical... The biggest change is that networks don't have central office and central administration. To have the network to be effective, everyone must feel like he is in the center."²² Although we do not agree with this prediction it is important to have in mind all of these various forms of possible

¹⁷ Marsh D. & Stoker G., *Teorije i metode političke znanosti*, Fakultet političkih znanosti Sveučilišta u Zagrebu, Zagreb, 2005., pp.95.

¹⁸ M. Castells, *The Rise of the Network Society*, second edition, Blackwell, 2000, pp. 500

¹⁹ Available at: <http://www.g20.org>

²⁰ Ian Clark, "Globalization and the post-cold-war order", in J. Baylis, S. Smith & P. Owens, *The Globalization of World Politics*, Oxford University Press, Oxford, 2011, pp. 547

²¹ W. Robinson, *Social theory and globalization: the rise of transnational state*. Available at: www.mendeley.com

²² Radosavljevic, Z., et al, "Unsustainability of Classic State and Economics in Modern Conditions", *International Journal of economics & law*, ALFA University, FORKUP, Vol. 1, No. 1, April 2011, pp. 117.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

future organization of international and global life. Whoever takes a leading role must have enough capacity and capabilities to lead, sustain institutional arrangements and resolve international and global issues. It would be very hard for individuals, even the networks of them, to do that. These networks, instead, can serve as the most important and influential advocates of new global trends and directions of international society evolution as well as for international institution creation and transformation. They can put some important questions on the agenda, those that can be best managed by international institutions in the global society network.

BIBLIOGRAPHY:

- [1] Bull, Hedley, *The Anarchical Society*, third edition, PALGRAVE, New York, 2002.
- [2] Buzan, Barry, *From international system to international society: structural realism and regime theory meet the English School*, available at: www.graduateinstitute.ch
- [3] Baylis J., S. Smith & P. Owens, *The Globalization of World Politics*, Oxford University Press, Oxford, 2011
- [4] Castells, M., *Rise of the Network Society*, second edition, Blackwell, 2000. Glaser, Charles L., *Realists as Optimists: Cooperation as Self-Help*, Available at: <http://www.jstor.org/pss/2539079>
- [5] Dimitrijevic, Vojin, *Srbija i prijem Kosova u UN*. Available at: <http://pescanik.net/2010/02/srbija-i-prijem-kosova-u-un>
- [6] Group 20. Available at: <http://www.g20.org>
- [7] Keohane, Robert O., *International Institutions: Two Approaches*. Available at: http://academico.diretorio.fgv.br/ccmw/images/4/42/KEOHANE_International_Institutions-two_approaches_%28JSTOR%29.pdf Kostic, Marina, Mesto i uloga medjunarodnih ustanova u stvaranju svetskog poretka, specijalisticki akademski rad, Univerzitet u Beogradu, Fakultet politickih nauka, 2012.
- [8] Radosavljevic, Z., et al, "Unsustainability of Classic State and Economics in Modern Conditions", *International Journal of economics & law*, ALFA University, FORKUP, Vol. 1, No. 1, April 2011.
- [9] Reus-Smit, Christian, *The Constitutional Structure of International Society and the Nature of Fundamental Institutions*, Available at: <http://graduateinstitute.ch>
- [10] Robinson, W., *Social theory and globalization: the rise of transnational state*. Available at: www.mendeley.com
- [11] Vucenovic, Vojislav, Aca Markovic, *Izvorista holisticke teorije organizacije*, Fakultet za obrazovanje diplomiranih pravnika i diplomiranih ekonomista za rukovodece kadrove, Novi Sad, 2011.

Documents:

- [1] UN Charter. Available at: <http://www.un.org/en/documents/charter/index.shtml>



ИННОВАЦИОННЫЙ МАРКЕТИНГ КАК ФАКТОР ОБЕСПЕЧЕНИЯ УСТОЙЧИВОГО РАЗВИТИЯ БИЗНЕСА ОРГАНИЗАЦИИ

Наталья В. Козлова, Анна А.Задорожная

Белгородский государственный технологический университет им. В.Г. Шухова, г.
Белгород, РФ, karica_01@mail.ru

Аннотация: в статье рассмотрена актуальность использования инновационного маркетинга современными бизнес-организациями.

Представлены формы и этапы инновационного маркетинга. Определены «проблемные зоны» стратегического развития бизнес-организации, учитывающее инновационный аспект маркетинга. Представлены составляющие инновационного маркетинга. Раскрыта основная цель стратегического и инновационного маркетинга.

Ключевые слова: устойчивый бизнес, бизнес-процессы, инновация маркетинга, бизнес-среда, форма инновационного маркетинга, «проблемные зоны», ценность бизнес – организации.

1. ВЕДЕНИЕ

Модель устойчивого развития бизнеса любой БО (бизнес-организации), будь то «новичок» или «опытный рыночный игрок» испытывает влияние высокотурбулентной внешней среды, поскольку последняя оказывает доминирующее влияние на содержательный характер механизма управления БП (бизнес-процессами).

Следует отметить, что актуальными на сегодня остаются вопросы о следующих БП:

- расширение/ сужение ассортимента;
- контроль качества и безопасности товара;
- организация новых производств многофункциональных товаров;
- улучшение качества, безопасности и конкурентоспособности продукции в целях продвижения ее на мировые рынки.



2. ИНСТРУМЕНТЫ МРКЕТИНГА

Бесспорно, вид конъюнктуры диктует БО необходимость использования инновационной составляющей в маркетинговом инструментарии. На сегодняшний день «инновации», один из трендов - термин, добавление которого к названию разного рода мероприятий обеспечивает 5-10 % дополнительного кворума.

Инновации - это самые новые идеи, их грамотное воплощение, команда единомышленников, готовых работать, что бы сделать продукт, услуги, направления бизнеса лучше. В то же время инновации связаны с риском получения результата, который будет не таким, как ожидалось.

Акцентируем внимание на том, что в настоящее время большинство крупных российских БО стали достаточно интенсивно использовать маркетинговые инструменты в процессе формирования стратегических ориентиров бизнеса компаний.

Это обуславливается во многом тем, что именно инструменты маркетинга способны обеспечить БО:

- рациональность БП;
- целевой уровень спроса и продаж на рынке;
- эффективное позиционирование КП (конкурентных преимуществ);
- оптимальный уровень издержек продвижения товара/товарных групп на рынке;
- рациональность логистических процессов.

Однако, управление эффективностью маркетинговой деятельности в большинстве российских БО не осуществляется системно. Имеют место и разовые мероприятия, которые зачастую не соответствует поставленным стратегическим целям, не отталкиваются от финансовых ресурсов БО, не учитывают инновационные аспекты, как в маркетинговой, так и в производственно-управленческой деятельности.

Вопрос обеспечения устойчивого развития бизнеса в перспективе, базирующегося на маркетинговом подходе являлись, безусловно, актуальным, требует от руководителей БО пристального внимания к инновационным технологиям.

Логика развития новаторской компании приводит к переносу центра тяжести оперативного, тактического планирования на стратегический уровень - на уровень формирования инновационного маркетинга.

Инновационный маркетинг в современном понимании представляет собой единство стратегий философия бизнеса, функций и процедур управления компаниями.

Инновационный маркетинг – это также поиск новых рынков, рыночных ниш, рыночных сегментов.

Основной принцип инновационного маркетинга – разработка характеристик продукта/услуги, важных для клиента, но при этом отсутствующих у конкурента.

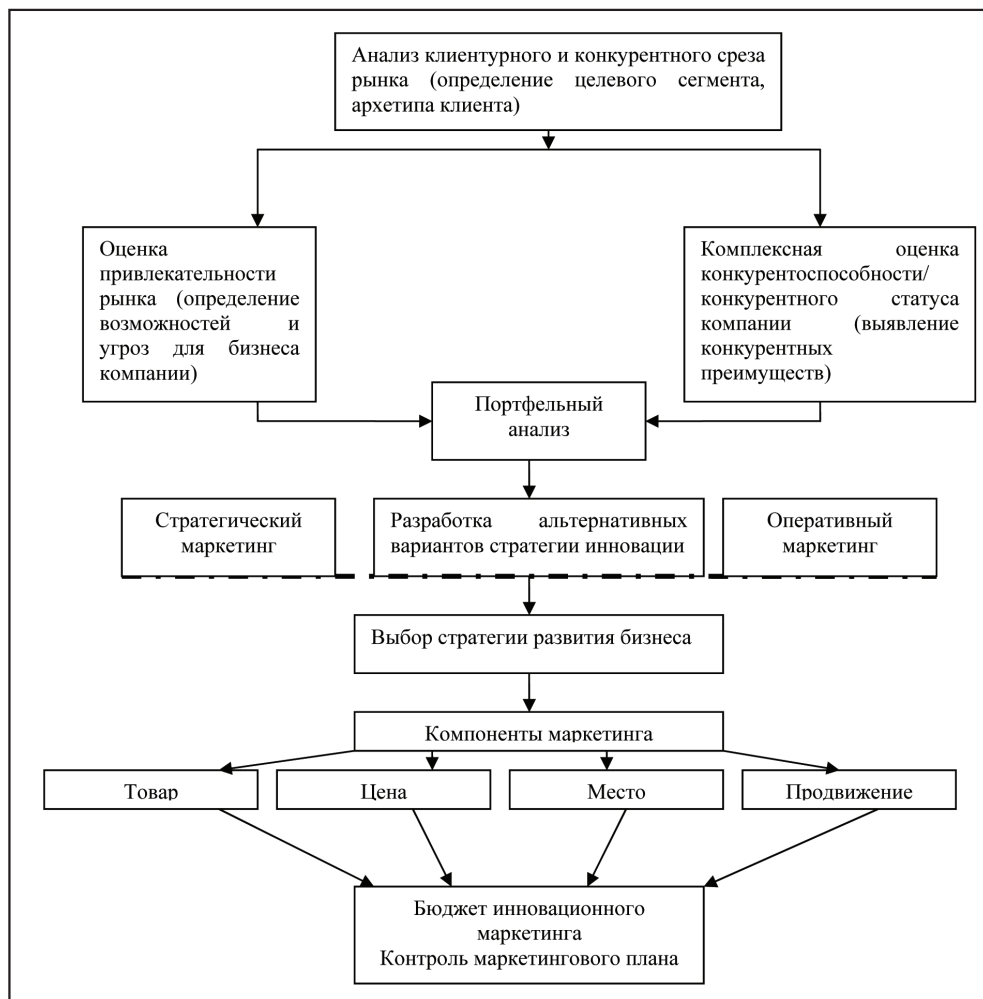
В индустриально развитых странах маркетинговая концепция развития компании занимает доминирующее место уже в течении многих десятилетий.

В этой связи мы полагаем, что концепция маркетинга инноваций является опорным каркасом в аспекте исследования рыночного пространства и поисков конкурентных стратегий компаний, позволяющих повысить стоимость её бизнеса.

В структурном плане инновационный маркетинг состоит из восьми этапов и представлен на рисунке 1.



Рис. 1: Этапы инновационного маркетинга



Приведенный выше рисунок демонстрирует принципиальную значимость стратегической и оперативной составляющих инновационного маркетинга.

Как мы видим, комплекс инновационного маркетинга, нацелен на разработку инновационной стратегии, диагностику рыночных компонент и оперативный маркетинг. Основная цель стратегического инновационного маркетинга заключается в разработке стратегии проникновения новшеств на рынок. Поэтому в основу стратегических маркетинговых исследований закладывается диагностика клиентского и конкурентного среза рыночного пространства с последующей разработкой сегментов рынка, организацией комплекса ФОССТИС (формирования спроса и стимулирования рынка) и безусловно моделированием поведения покупателя.



На этапе оперативного маркетинга разрабатываются конкретные формы реализации инновационной стратегии.

Оперативный маркетинг направлен на максимальную прибыль и объем продаж, поддержание репутации компании, расширение рыночной доли за счет базовых компонент маркетинга, являющихся оперативным вариантом решений, принимаемых в процессе управления инновационным маркетингом компании.

Осуществляя планомерные шаги в области инновационного маркетинга, следует обратить пристальное внимание на лимитирующие факторы его реализации:

- временной лаг процесса адаптации рынка к новому продукту/услуге;
- медленное реагирование новаторов (части целевой аудитории) на новинку;
- структуры инновационных команд (групп, занимающихся разработкой и продвижением инноваций);
- величину ценности брэнда, отражающая его суть.

Инновационные команды должны состоять из специалистов разных областей. В её состав обязательно должен входить персонал из высшего менеджерского звена, а также те, кто отвечает за стратегию развития бизнеса компании. Именно они обязаны осознавать необходимость в инновационном маркетинге, чтобы идеи получили воплощение и дали желаемый результат. Ведь инновационный маркетинг может затрагивать и такие вопросы, как сокращение ресурсов компании для осуществления тех или иных БП (например: инновации в сфере производства нового товара и доставки его клиентам).

Возможно, инновационная модель, используемая компанией, будет заключаться в частичной передаче процесса производства другим подрядчикам, или вообще самому потребителю, например, сборка мебели клиентом самостоятельно.

3. ФОРМЫ ИННОВАЦИЙ МАРКЕТИНГА

Мы придерживаемся мнения, что одним из принципиальных факторов, способным обеспечить результативность операционных БП и перманентное устойчивое развитие бизнеса с последующим увеличением стоимости компании, являются инновации маркетинга.

Инновации могут принимать различные формы (рис. 2)

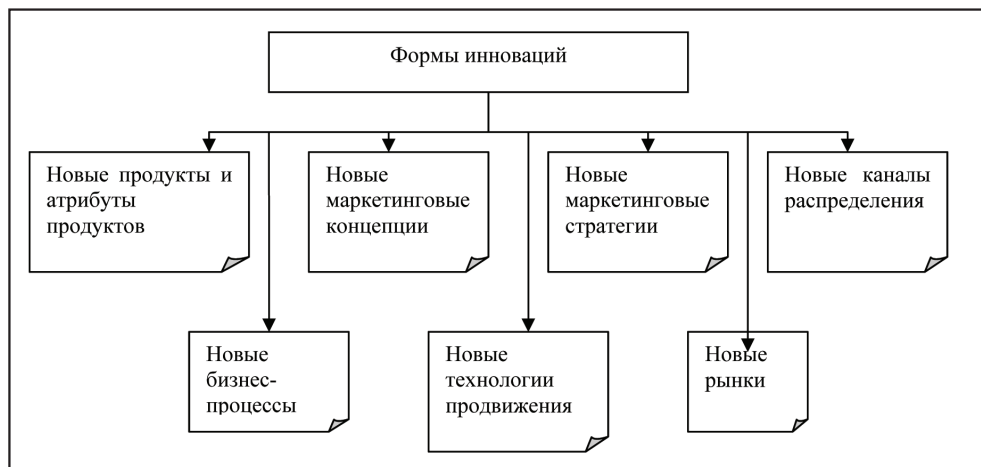
Адаптируясь к изменяющимся условиям внешней бизнес-среды, инновации дают возможность БО значительно расширить панорамность бизнеса – многопрофильность производственных, сбытовых перерабатывающих процессов; разнообразие ресурсной базы; географическую распределенность и т. п.

То стратегическое направление, в котором будут развиваться бизнес-организации, с учетом инновационного фактора, в значительной степени должно будет учесть определенные «проблемные зоны». К таковым, в частности, нами отнесены:

- барьеры на входе в отрасль;
- устойчивые КП (конкурентоспособные преимущества);
- уровень привлекательности рынка.



Рис. 2: Формы инноваций маркетинга



Способность преодолевать барьеры на входе в отрасль компаниями - новичками заключается в преодолении таких препятствий, как патентная защита, необходимость крупных инвестиций, эффект масштаба, мощные торговые марки или ограниченность доступа к маркетинговым каналам.

Вышеуказанные примеры входных барьеров объединяет одна черта – новый участник рынка должен быть готов к крупным начальным инвестициям.

В свою очередь отсутствие инвестиций такого масштаба негативно повлияет на устойчивое развитие бизнеса в перспективе. Кроме того, устойчивое развитие бизнеса компании невозможно без наличия КП (как низкого, так и высокого порядка), позволяющих получить достаточную для покрытия инвестиций прибыль. Наряду с входными барьерами компания – новичок должна оценить вероятность возможных ответных действий «старожилов» рынка т. к. последние очевидно будут придерживаться стратегии «вытеснения/препятствования нового конкурента».

4. ЗАКЛЮЧЕНИЕ

Принимая во внимание вышеизложенное, мы пришли к выводу, что если компни не могут создать новые продукты, услуги, программы и системы, тогда не будет прогресса[3]. Инновационный маркетинг – это комплекс действий, направленных на формирование новых рынков и новых потребностей. Обозначенные формы, этапы и структурные элементы инновационного маркетинга должны рассматриваться не только как инструменты создания ценности БО, но и как комплексный индикатор устойчивости бизнеса и увеличения материальных активов, повышающих доходы акционеров. Инновационный маркетинг не должен выпадать из общей стратегии бизнеса компании.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

Базовым принципом инновационного маркетинга является создание нового продукта или изменение технологии производства уже существующего до такой степени, чтобы результатом стал качественно новый продукт.

Инновационная политика компании в области маркетинга, ориентируется на и инновационный механизм, обеспечивающий высокий уровень конкурентных преимуществ и конкурентного статуса компании.

БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] П. Дойль Маркетинг, ориентированный на стоимость (Пер. с английского под редакцией Ю. М. Хаптуревского. –СПб: Питер ,2001- 480 с.
- [2] Научно- практический журнал. Креативная экономика, декабрь 2012.
- [3] Miljković Lj., Pušara A., Miljković A., Identifing market opportunities and developing targeted value offers, International conference ANTİM 2012, Volume 2, Belgrade, Serbia, pp. 870.



СОЦИАЛЬНАЯ ОТВЕТСТВЕННОСТЬ АГРОБИЗНЕСА В УКРАИНЕ

Леонид Ф. Кожушко¹, Тетяна О. Кузнецова²

Национальный университет водного хозяйства и природопользования, г.Ровно,
Украина, ¹l.f.kozhushko@nuwm.rv.ua, ²kuznetsova_to@ukr.net

Аннотация: На фоне происходящих в Украине экономических реформ, развития частного предпринимательства, формирования новых рыночных отношений, а также в условиях привлечения зарубежных инвестиций, необходимость применения новых методов и принципов менеджмента приобретает актуальный характер. Создание нормальных торговых и экономических отношений между странами, партнерами, а также членами компании должны основываться на взаимодововерии и этических аспектах бизнеса, в частности, социальной ответственности, соблюдении законов, прозрачности и современном менеджменте.

Ключевые слова: социальная ответственность, агробизнес, Украина

1. ВВЕДЕНИЕ

Основные принципы международного бизнеса, принятые в 1994г. в Швейцарии представителями Западной Европы, США и Японии, сводятся к социальной ответственности бизнеса, которая заключается в создании общественных благ; рабочих мест; повышении уровня жизни клиентов, акционеров, служащих; модернизации технологий и методов производства; усовершенствовании маркетинга; уважительном отношении к окружающей среде; отказе от противозаконных действий; уважении правовых норм и обеспечении равных возможностей в конкуренции [1].

Вопросы этического ведения бизнеса исследовались такими известными учеными как А. Смит, М. Фридмен, П. Друкер, Г. Кэсси. В частности, Г. Кэсси сформировал 5 аксиом ведения бизнеса, первой из которых есть этика бизнеса. Он отметил, что «Чистый бизнес получит больший доход, чем мошенничество. Поэтому ни одна компания не смогла бы с помощью мошенничества и неэтичного поведения продержаться долгое время. Одной ловкости для ведения бизнеса не достаточно». Необходима система моральных принципов в бизнесе, которая позволит компаниям определять свою миссию и осознавать связь и социальную ответственность бизнеса перед обществом [4].



Всемирный деловой совет по устойчивому развитию (WBCSD) определяет социальную ответственность бизнеса как «обязательство бизнеса содействовать устойчивому экономическому развитию, работая с работниками, их семьями, местной организацией власти и обществом в целом для улучшения качества их жизни. При этом социальная ответственность бизнеса должна предусматривать интеграцию социальных и экологических аспектов в постоянную ежедневную коммерческую деятельность предприятий и достижение коммерческого успеха с помощью средств, предусматривающих соблюдение моральных ценностей и уважение к людям, обществу и окружающей среде» [1]. Понятие "корпоративная социальная ответственность" (КСО) предусматривает выполнение социальных обязательств, предписанных законом и их готовность нести обязательные расходы, а также готовность добровольно нести необязательные расходы на социальные нужды сверх пределов, установленных налоговым, трудовым, экологическим и другим законодательством. Именно корпоративная социальная ответственность предполагает производство в достаточном количестве качественной продукции; соблюдение права работников на безопасный труд при определенных социальных гарантиях (создание новых рабочих мест; содействие повышению квалификации и навыков персонала); защиту окружающей среды и экономию невозполнимых ресурсов; защиту культурного наследия; поддержку развития территории, где размещена организация; соблюдение этических норм ведения бизнеса; помощь сиротам, малоимущим семьям [4].

2. СОЦИАЛЬНАЯ ОТВЕТСТВЕННОСТЬ АГРОБИЗНЕСА В УКРАИНЕ

По инициативе Украинской ассоциации качества на основе стандарта BOK-KCO-2007 в декабре 2008г. национальными организациями по качеству России, Украины, Казахстана и Сербии принят стандарт CSR-KCO-2008. Он устанавливает на основе принципов КСО требования к деятельности бизнес-организаций в области права на труд и охраны труда, качества продукции, социальных гарантий для персонала, охраны окружающей среды, экономного ресурсосбережения, участия в социальных мероприятиях и поддержки инициатив местного сообщества. Именно использование стандарта дает возможность организации системно структурировать и скоординировать свои усилия в социальной деятельности, обеспечить управление с применением всех современных инструментов менеджмента.

В Украине за последнее время часто говорят о социальной ответственности ведения бизнеса как о бизнес-стратегии. Многие предприятия агробизнеса задекларировали о том, что в своей работе они опираются на принципы корпоративной социальной ответственности, однако кризис четко показал кто действительно работает на позиции социальной ответственности, а кто использует это для саморекламы или получения льгот со стороны государства.

Сегодня многие предприятия и компании пока серьезно не задумываются над тем, что социальные инвестиции полезны для их долгосрочного успеха и в итоге рано или поздно принесут экономический эффект. Они не подозревают, что следование принципам КСО создает устойчивый положительный имидж компании и все чаще учи-



тывается при заключении контрактов, получении кредитов, страховании, взаимодействии с органами власти. Руководители подавляющей части компаний слышали о социальной ответственности, но для них она носит формальный характер, в основном, в виде социальных пакетов или социальных планов, при этом отсутствует системный и скоординированный менеджмент социальной деятельности. Усилия по обеспечению качества, удовлетворению социальных нужд персонала, охрана труда и окружающей среды, взаимодействие с органами власти не связаны единой социальной политикой и не реализуются на основе программ скоординированных инвестиций. Кроме того, руководство региональных органов власти не использует принципы КСО в своем взаимодействии с бизнесом. В регионах реализуются разрозненные планы мероприятий в области охраны труда, экологии, занятости, отсутствуют системные комплексные социальные программы, скоординированные с национальными проектами [4].

Говоря о социальных функциях бизнеса, часто впадают в крайности. Одни считают, что единственная социальная обязанность предпринимателя – платить налоги в бюджет, другие придерживаются точки зрения, что бизнесмены, зарабатывающие много денег, обязаны поддерживать школы, спортивные команды, социальные проекты. На самом деле этика бизнеса и его социальная ответственность заключается в том, чтобы изменять в лучшую сторону жизнь людей и общества, создавая новые возможности, полезные продукты и условия для самореализации сотрудников. Социальная политика компании должна предусматривать возможность привлекать и удерживать квалифицированные кадры; укреплять доверие со стороны зарубежных партнеров по бизнесу, которые охотнее строят деловые отношения на долговременной основе; формировать вокруг предприятия зоны социального благополучия. Все это должно базироваться на честности, открытости и способности эффективно функционировать на рынке в соответствии с действующим законодательством.

Мировые проблемы недостатка продовольствия активизировали в Украине увеличение объемов производства сельхозпродуктов, поскольку Украина обеспечена плодородными землями в благоприятных климатических условиях. Государство пытается формировать аграрную политику, придавая ей системный характер, при этом стратегические действия направлены на формирование эффективного конкурентоспособного агропромышленного производства, основная задача которого заключается в обеспечении продовольственной безопасности страны, оптимальных норм питания населения, создание экспортного потенциала сырья и продовольствия. Сфера его действия охватывает 3/4 территории Украины, на которой проживает треть населения и формируется почти 60% фонда потребления; данная отрасль обеспечивает занятостью 4 млн. чел.

Важной составляющей агропромышленного комплекса Украины является сельское хозяйство, которое составляет более 10 % ВВП страны и на 95 % обеспечивает свое население продовольствием. По данным ООН Украина замыкает тройку мировых лидеров по динамике производства сельскохозяйственной продукции (после Бразилии и России), отрасль становится еще более привлекательной, если учесть динамический рост цен на продовольствие за последние несколько лет.

Украина входит в перечень стран с наибольшими площадями пашни. Количество плодородных сельскохозяйственных земель в мире сокращается, грунты деградируют, а



дефицит продовольствия и цены на него растут. Так, если общая площадь сельскохозяйственных угодий в мире составляет 48,1 млн. км² (4810 млн. га), в т.ч. пашни (обрабатываемые земли) - 1340 млн. га, то 34 млн. га из них находятся в Украине. При этом в мире практически не осталось резервов для расширения сельскохозяйственного производства, как правило, это или участки, занятые сейчас лесами, или грунты, которые требуют значительных вложений для увеличения плодородия. Ежегодно в мире 7 млн. га выводится из оборота вследствие эрозии, а еще 1,5 млн. га исчезают с аграрной карты вследствие заболачивания и засоления [7]. Более 1/3 украинских земель – чернозем, уровень гумуса в котором более чем в 2 раза превышает среднеевропейский. По оценкам экспертов потенциал украинских земель используется максимум на 30%. Еще одним плюсом является химический состав почвы: украинские земли не так засорены и окислены как в Европе. А если учесть плодородность земель и низкий уровень оплаты наемного труда, перспективы агробизнеса велики.

Согласно оценки иностранных экспертов для повышения производительности сельского хозяйства Украины до среднего уровня развитых стран Европы объем инвестиций должен быть не менее 150 млрд. дол. США. Рынок инвестиций в сельское хозяйство формируется за счет внутренних источников финансирования сельскохозяйственных производств (государственное инвестирование, собственные средства субъектов хозяйствования, кредиты, вклады населения), так и за счет внешних – прямых иностранных инвестиций.

Для иностранных инвесторов главным фактором привлекательности сельхозпредприятий Украины выступает низкий уровень производственных затрат в агропромышленный сектор по сравнению с европейскими странами, плодородные отечественные черноземы, высокий потенциал роста урожайности, а также высокие цены на сельскохозяйственную продукцию.

Интерес инвесторов к сельскому хозяйству Украины объясняется желанием капитализировать украинские агрокомпании. Капитализация компаний, которые работают на рынке в АПК Украины сегодня составляет 7,02 млрд. дол. США.

Если раньше инвесторов интересовали крупные сельскохозяйственные предприятия, то сегодня привлекает динамический рост компаний среднего звена с земельными объемами до 50 тыс. га и годовым оборотом в 50 млн. дол. США. Почти 12% всех мировых инвестиций за 2012 г. вложено в Украинский агробизнес. Поступающие инвестиции распределяются следующим образом: примерно 25% вкладывают в растениеводство, 13% в животноводство и 62% составляет первичная сельскохозяйственная и оптовая рыночная инфраструктура [2].

Согласно данным Украинского клуба аграрного бизнеса агропромышленный сектор украинской экономики является одной из немногих отраслей, способных выполнить стабилизирующую функцию даже в условиях экономического кризиса. Подтверждением являются стабильные объемы в 2009-2010 гг. и наращивание объемов экспорта аграрной продукции в 2012 г. Так за январь-октябрь 2012 г. объем экспорта продукции АПК превысил 14 млрд. дол. США, а положительное сальдо внешней торговли с/х продукцией – 8,2 млрд. дол. США. На долю АПК приходится четверть валютных поступлений в Украину, и по этому показателю сектор уступает только металлургии.



После становления Украины как независимого государства произошли коренные изменения в аграрном бизнесе. С принятием Законов Украины «О предпринимательстве в Украине», «О предприятии в Украине», «О приватизации государственного имущества» различными физическими и юридическими лицами открылись новые виды с/х предприятий: индивидуальное, семейное, частное, коллективное, государственное коммунальное, государственное, совместное. Кроме того действуют согласно хозяйственного кодекса объединения – ассоциации, корпорации, концерны, холдинговые компании. Агробизнес Украины в 2013 г. представлен 37399 предприятиями, из них: 17397- фермерских хозяйств, 20002 – агропредприятий, 527- управлений агропромышленным развитием проектами [2].

Результаты трансформационных процессов в агробизнесе Украины оказались противоречивыми. Главное задание аграрной реформы в привлечении реального инвестора, обернулось для украинского сельского хозяйства экспансией большого капитала. В структуре рыночной экономики аграрного сектора возникли два типа производителей: корпоративный и индивидуальный, которые находятся в неравном положении. Индивидуальный сектор представлен реальными фермерами и хозяйствами населения, которые занимаются производством трудоемкой и маловыгодной продукции (картофель, овощи, плоды, молоко) и ему принадлежит более 55 % валового производства отрасли. Из 3.1 млн.человек, занятых в агросекторе примерно 2.2 миллиона работают в своих индивидуальных сельских хозяйствах не имея, при этом, социального страхования. Для эффективного развития сельскохозяйственных территорий и мелких хозяйств правительством Украины разработан проект «Родное село», предусматривающий объединение села в кооперативы для поддержки среднего и мелкотоварного производителя, который и является основой продовольственной безопасности страны и главным работодателем в селе. Исходя из стратегии аграрного развития их нельзя игнорировать, необходимо оказывать помощь и инвестировать развитие мелкотоварного производства, помогая ему выйти на местные и региональные рынки. Наиболее распространенной и эффективной формой хозяйствования являются холдинговые компании, появление которых связано со снижением производства валовой продукции сельского хозяйства, особенно с 1990-1999 гг., материально-технического обеспечения предприятия, предоставлением кредитов, общей деиндустриализацией села. Агрохолдинги в Украине являются лидерами по земельным ресурсам, арендованных на долгосрочной основе, а также путем поглощения других аграрных предприятий [2]. Современные агропредприятия – это уже не устаревшие колхозы с ручным трудом, на многих используется самая передовая технология производства, племенное стадо, качественный посевной материал, так как лишь высокотехнологическое агропроизводство может быть конкурентоспособным.

Корпоративный сектор представлен 75 агрохолдингами с размером земельных банков в 6 млн.га, что составляет примерно 16% угодий, и в настоящее время они вырабатывают наиболее коммерческие и экспертно привлекательные виды продукции. Наибольшее количество агрохолдингов создано в Херсонской (6), Днепропетровской (7), Донецкой (8) областях, они владеют землями с площадями от 200тыс. га до 500тыс. га и более. Сегодня корпоративный сектор монополизирует рынки ресурсов, каналы сбыта продукции, устанавливает выгодные цены и значительно влияет на формирова-



ние государственной аграрной политики. Агрохолдинги увеличивают площади арендованных земель, создают перерабатывающие предприятия, элеваторы, транспортные и торговые организации. Агрохолдинги имеют свои преимущества, которые заключаются в более низкой производственной себестоимости и высокой добавленной стоимости продукции; развитой системе логистики; развитой инфраструктуре; внедрении инновационных технологий в производство; эффективном использовании ресурсов; высоком профессиональном уровне управленческого состава; высоком уровне технико-технологического обеспечения. Они работают по принципу производственной цепочки – от крупномасштабного сельскохозяйственного производства до производства конечной продукции и ее международных поставок.

Однако, наибольшие за размерами агрохолдинги размещают свое производство в удобных и привлекательных для сельского хозяйства регионах, хотя и не всегда полностью обрабатывают контролируемые земли (от 50% до 85% общей площади), что свидетельствует о накоплении ими земельных активов с целью последующей перепродажи. Кроме того они не пытаются, в полной мере, вкладывать накопленные средства для возобновления использованных ими же природных и социальных ресурсов сельской местности и улучшения их качества. Зачастую программы по социальной ответственности носят формальный характер и выполняются не в полной мере. Кроме того, как корпоративные, так и индивидуальные хозяйства не придерживаются требований в изменении севооборотов, агрессивно используют сельскохозяйственные угодья, монокультуризацию, существенно уменьшают объемы природоохранной деятельности, т.е. создают реальную угрозу ресурсно-экологической безопасности развития аграрного сектора и в целом государства. Все больших масштабов достигает финансовое ухудшение в аграрном секторе, вычерпывается потенциал его развития и саморазвития сельских общин.

На селе остро остаются социальные проблемы. Следствием кризиса развития сельского хозяйства и сельских территорий в последние годы можно считать: отсутствие мотивации к труду; безработицу; бедность и трудовую миграцию; упадок социальной инфраструктуры; углубление демографического кризиса и отмирание села. Трудовая занятость сельского населения значительно уменьшилась, деиндустриализация сельскохозяйственного обеспечения аграрных предприятий техникой составляет 50 – 60 %; более 80 % имеющихся технических средств нуждаются в срочной замене; опасных пределов достигли миграционные процессы сельской молодежи; в отрасли самая низкая заработная плата, довольно слабая социальная защищенность крестьян. Поэтому стратегически, помимо формирования конкурентоспособного производства продовольствия и сельскохозяйственного сырья требуется решать и другую немаловажную задачу, а именно – обеспечение высоких социальных стандартов жизни сельского населения. Для этого необходимо создавать условия для соблюдения на селе установленных социальных стандартов по оказанию услуг населению в области медицинского, бытового, транспортного обслуживания, предоставления услуг связи, учреждений культуры, решения жилищной проблемы [7].

Для того чтобы агробизнес стал эффективней, необходимы инвестиции, которые позволят внедрить новейшие технологии и привлечь квалифицированный персонал. Иностранные инвесторы заинтересованы в Украинском рынке, и понимая, что пер-



воочередным правом покупки земли будут являться арендаторы, продолжают покупку фермерских хозяйств, имеющих договоры аренды с пайщиками (владельцами земли). Сегодня около 80 сельхозпредприятий выставлены на продаж, причиной служит то, что фермеры с трудом переносят экономические потрясения и стремятся отказаться от хлопотного агробизнеса. Если будет монополизация рынка земель иностранными и отечественными агрохолдингами, то снизится занятость в сельской местности, пойдет отток большей части выращенной продукции и капиталов, так как налоги и доходы будут уплачиваться в стране базирования компании.

Академик М.Ф. Крапивко подчеркивает «...учитывая, что рынок земли имеет признаки территориальности, целесообразно ограничить площади аренды земли одним арендатором до 30% от общей площади сельскохозяйственного назначения административного района, оставив простор для деятельности других, менее конкурентных операторов этого рынка: сельхозпредприятий, фермерских и личных крестьянских хозяйств» [3].

Естественно, в отличие от мелких и средних операторов рынка сельскохозяйственной продукции агрохолдинги имеют мощную материально-техническую базу, машинно-тракторный парк, они активно оперируют, особенно в летний сезон, на рынке минеральных удобрений, поскольку цены на удобрения высокие для мелких и средних предприятий.

С 2013 г. правительство намерено изменить подход к государственной поддержке корпоративных производителей, сосредоточив ее на мелких и средних фермерах. Госдотации и льготы для крупных аграрных структур будут отменены, так как они, по словам Сергея Терещука (заместителя председателя комитета Верховного Совета Украины по вопросам аграрной политики), способны «выжить самостоятельно». По его мнению крупные агрокомпании не выполняют одну из основных миссий – создание новых рабочих мест в сельской местности и развитие этих территорий. «Все больше распространена практика, когда компания сидит в Киеве и владеет землей по всей Украине. Агрохолдинги не создают рабочих мест и слабо представляют себе потребности села» [2].

Исходя из выше сказанного, социальная ответственность агробизнеса должна быть направлена на управление ресурсами с целью удовлетворения потребностей человека в продуктах питания и социальном развитии без нанесения ущерба природной среде. Сельское хозяйство должно вестись комплексно для достижения целей в триаде устойчивого развития:

- 1) экономичности – т.е. производства конкурентоспособной продукции с использованием ресурсосберегающих современных технологий, обеспечивающих высокую рентабельность при минимальных затратах;
- 2) экологичности, способствующей сохранению природных ресурсов и охраны окружающей среды, поиску экономически приемлемых решений проблемы сокращения потребления ресурсов, прекращения загрязнения окружающей среды и сохранения природной среды обитания;
- 3) социального развития, обеспечивающего достижение полной занятости сельского населения и повышение уровня его жизни, доступ к знаниям и культур-



ным ценностям, безопасности людей, демографических проблем. Социальное развитие должно гарантировать социальную справедливость, т.е. равные права на использование капитала и других ресурсов, достижение высокого уровня зарплаты, развитие сельских территорий и их инфраструктуры.

3. ЗАКЛЮЧЕНИЕ

Успешная деятельность агропромышленного комплекса в значительной степени зависит от формирования и функционирования внутреннего аграрного рынка и его инфраструктуры, создания маркетинговой сети в движении сельскохозяйственной продукции от производителя к потребителю, которая бы обеспечивала паритетность экономических интересов производителей, переработчиков и потребителей. При решении задач развития сельского хозяйства государство должно регулировать межотраслевые отношения; формировать систему сельскохозяйственного кредитования; осуществлять товарные закупки и интервенции на рынке сельхозпродукции, причем не только зерна, но и всех других основных видов продукции; создавать современную производственную инфраструктуру – мелиорируемые системы, предприятия по переработке и хранению сельхозпродукции продукции; формировать благоприятную институциональную среду для развития малотоварных индивидуальных хозяйств. Национальная экономика сельского развития должна включать развитие сельских территорий (агроландшафтов, инженерной и социальной инфраструктуры), экономики села и, самое главное, развитие человека-повышение уровня жизни на селе, преодоление бедности.

Именно объединение общих усилий государства, агробизнеса и сельского населения должно способствовать трансформации аграрного сектора и началу внедрения новых программ и экономически выгодных пилотных проектов для развития сельских территорий.

Диалог между властью и бизнесом должен происходить открыто и понятно для всех сторон системы управления взаимоотношениями власти и бизнеса, согласования интересов государства, частного и общественного секторов. Для создания такого экономического диалога государство должно стимулировать бизнес к социально ориентированным действиям (поддержка инициатив, связанных с социальной ответственностью, отношения государства и частного партнерства и т. д.) и лишь когда будут прописаны понятные четкие правила игры, бизнес должен будет подстроиться и социально ответственное поведение ему будет просто выгодным. Соответствующие результаты этого диалога отобразятся на улучшении уровня жизни населения и социальных стандартах [5].

В контексте этого, интересным является представление Ричарда Брэнсона о предпринимательстве в современных условиях. Он утверждает, что прибыль, доля рынка, капитализация далеко не единственное, о чем должны думать бизнесмены XXI века. "Бизнес есть средство добычи капитала для компаний, и редко кто задумывается о его вреде для человечества и для окружающей среды. Не должно быть никакого противоречия между тем, чтобы вести бизнес на основах этики и прозрачности, и между



достижением хороших результатов. Сегодня никто не должен игнорировать возникновение угрозы. Все ресурсы планеты истощены: воздух, океаны, суша – до предела загрязнено все. Бедные становятся беднее, многие умирают от голода или потому, что не могут себе купить лекарство, которое спасло бы им жизнь. Предприниматели должны понимать, стараться, с одной стороны, развивать бизнес и зарабатывать деньги, а с другой – помогать людям и помогать планете, на которой мы живем. «Запасной планеты у нас нет» [6].

БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] Сакар Мамедов. Бизнес-этика: современные подходы. Бизнес / Управление и организация бизнеса. 2012г.
- [2] Формирование и развитие агрохолдингов в Украине. 2012г.
- [3] Крапивко М. Ф. Концептуальный подход к кластерной организации и управлению развитием агропромышленного производства. – Экономика АПК. – 2010. – №11. С. 3-13
- [4] Этика бизнеса. Федеральный образовательный портал ЭСМ. Экономика. Социология. Менеджмент. 2012г.
- [5] Усик В.И. Экономический диалог между бизнесом и властью: реалии и перспективы. Киевский национальный экономический университет им. В. Гетьмана. 2011г.
- [6] Ричард Брэнсон «К черту бизнес как всегда» Forbes Украина. 2012г.
- [7] Агропромышленный комплекс Украины : состояние и перспективы развития. 4.02.2011 г.



К ВОПРОСУ О ПРОФЕССИОНАЛЬНОЙ ЭТИКЕ В СФЕРЕ ГОСУДАРСТВЕННОГО И МУНИЦИПАЛЬНОГО УПРАВЛЕНИЯ В РОССИЙСКОЙ ФЕДЕРАЦИИ

Красникова Гарьявин Н. Алексей, Н. Юлия

ФБГОУ ВПО Санкт-Петербургский Государственный Аграрный Университет, г.
Санкт Петербург, РФ

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, со-



здает предпосылки для ее популярности и обуславливает 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]. Общеизвестно, 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 введения 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 служа-



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

щих сегодня не готова к исполнению миссии, предназначенной российской гражданской 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 профессиона-



лизме кадров невозможно в полной мере учесть в кадровой политике регионального и федерального уровня, она преимущественно формируется и корректируется 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].

БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] Концепция реформирования системы государственной службы Российской Федерации» (утв. Президентом РФ 15.08.2001 № Пр-1496). URL: http://www.businesspravo.ru/Docum/DocumShow_DocumID_23084.html. Дата обращения – 13.02.2013.



- [2] Типовой кодекс этики и служебного поведения государственных служащих Российской Федерации и муниципальных служащих (одобрен решением президиума Совета при Президенте Российской Федерации по противодействию коррупции от 23 декабря 2010 г.) (протокол № 21). URL: <http://base.garant.ru/55171108/>. Дата обращения – 12.01.2013 г.
- [3] Хабриева Т.Я. Научно-правовые проблемы противодействия коррупции // Журнал российского права. – 2012. – № 7. – С. 7-14.
- [4] Аналитический Центр Юрия Левады (Левада-Центр). URL: <http://www.levada.ru/05-10-2012/samye-uvazhaemye-professii-v-rossii-vrach-i-uchitel>. Дата обращения – 12.01.2013
- [5] Мерсиянова И.В., Якимец В.Н., Пахомова Е.И. Доверие граждан к деятельности государственных служащих. // Вопросы государственного и муниципального управления. – 2012. – № 4. – С. 98-119.
- [6] Морхат П.М. Государственный служащий: правовой и нравственный регуляторы служебного поведения. URL: <http://www.fpa.su/problemny-teorii-gosudarstva-i-prava/gosudarstvennyy-služhaschiy-pravovoy-i-nravstvennyy-regulyatory-služhebnogo-povedeniya-p-m-morhat.html>. Дата обращения – 17.02.2013
- [7] Видеооблог Дмитрия Медведева. URL: <http://blog.kremlin.ru/post/15/transcript>. Дата обращения – 23.08.2012.
- [8] Красникова Ю.Н. Коррупция в Департаменте уделов и борьба с ней в первое 30-е XIX века // Вестник ЛГУ им. А.С. Пушкина. – СПб., Пушкин, 2010. – С. 54-66.
- [9] Указ Президента Российской Федерации о Национальном плане противодействия коррупции на 2012-2013 годы и внесении изменений в некоторые акты президента Российской Федерации по вопросам противодействия коррупции 13.03.2012. № 297. URL: <http://base.consultant.ru/cons/cgi/online.cgi?req=doc;base=LAW;n=127127>. Дата обращения – 12.02.2013.
- [10] Основные направления деятельности Правительства Российской Федерации на период до 2018 года. 31 января 2013 г. URL: <http://base.consultant.ru/cons/cgi/online.cgi?req=doc;base=LAW;n=141585>. Дата обращения – 12.02.2013.
- [11] Муниципальное управление: Учебное пособие для вузов / Гладышев А.Г., Иванов В.Н., Савченко Е.С. и др.; Под общ. ред. В.Н. Иванова, В.И. Патрушева; Академия наук социальных технологий и местного самоуправления. – М.: Муниципальный мир, 2002. – 560 с.
- [12] Боженков С., Харченко К. Проблемы и практика разработки программы развития муниципальных кадров // Управление профессионалом. URL: <http://www.top-personal.ru/issue.html?1959>. Дата обращения – 03.02.2012.
- [13] Гарявин А.Н., Леухин-Кузьмин Б.М. Нравственно-этический облик государственного служащего // Четырнадцатые Петровские чтения (история, политология, социология, философия, экономика, культура, образование и право). Материалы всероссийской научной конференции. – СПб.: Петровская Академия наук и искусств, 2013.



ENTREPRENEURSHIP – MOTOR OF ECONOMIC DEVELOPMENT

Krmpot Vera

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
krmpotz@ptt.rs

Abstract: *It can be said that entrepreneurship is creation of vision from potential and possibilities not visible to all; it is a human creative act, ability to transform and to develop, it is application of energy for instigation and development of organization. Entrepreneurship comprises activities directed towards investment and combination of necessary resources, expansion on new markets, creation of new products, new customers and new technologies. This paper aims to review small and medium enterprises in Serbia, recommendations from European Union and suggestions how Serbia should transform this sector that – with adequate long-term support – can, no doubt, become one of the main motors of economic development.*

Key words: *entrepreneurship, economic development, system support*

1. ENTREPRENEURS

Successful entrepreneurs know that life is a matter of choice, not accident. Entrepreneurship offers opportunity for people to create their own destiny and opportunity to accomplish their potential to the fullest. Profit is another very strong motivational factor, plus people the opportunity to do what they find interesting, what gives them satisfaction and is inspirational for them. Entrepreneurship is, actually, someone's ability – based on know-how and innovation – to instigate certain activity with the aim of achieving goals that are clearly defined, undertaking at the same time certain risks. 'Entrepreneurship is activity directed towards instigation, organization and innovation of a company, with the basic aim of creating new markets and achieving profit at the same time. It is related with all the aspects of human activity and behaviour – entrepreneurship favours creativity, helps new ideas and makes the scope of human needs wider and richer.'¹

When we ask entrepreneurs, they give the following reasons for undertaking private business: vast majority says that being their own boss is the number one reason; then they maintain it is about flexibility of life-style and working hours and about more possibilities for making more

¹ Penezić, N. *How to Become Entrepreneur*



money. Up to 49% of small business owners are happy with their job, contrary to not more than 29% of employees in firms owned by others.²

Independence is one of the most important elements of creation of any business including small business, because independence gives future business people freedom to make their own decisions and to fulfil their own projected goals. Every single entrepreneur must, no doubt, have following qualities: - clear vision of what is it new (better or with higher quality) that he brings to the market; - goals that are defined with precision; - ability to turn plans into deeds and actions; - independence in decision-making which, in turn, means highest level of responsibility; - endurance and will to fight in the long run; - never-ending desire to learn something new and to improve himself.

2. ENTREPRENURSHIP IN SERBIA – PRESENT SITUATION AND PROBLEMS

Encouragement and support of entrepreneurship is the key of any economic development. Entrepreneurship is present in any and all human activity might it be in economy, culture, education or sports. Entrepreneurship can actually exist in large companies, but we generally speak of small and medium enterprises (SME) when referring to this sector. SME create the most jobs in any economy in the world, both in developed countries as well as in developing countries too. Any entrepreneurial firm is, in its nature and by its definition, a basic carrier of all the innovations and the most flexible part of any national economy.

It is true that small business require a lot of their owners, but it is also true that this kind of business offers a satisfactory way of life to those who have chosen it, and it also contributes to faster development of the whole community. Apart from advantages for the economy, SME also offer a much broader scope of advantages to the local community and they employ a large number of special categories of the population, such as invalids, elderly people, housewives, part-time help). Further, earlier it was perceived that no one else but large companies can be a player in the international arena, but we now see that – due to their flexibility – entrepreneurs are become more visible in this area too.

Economists both foreign and domestic do agree that small and medium enterprises constitute the best development chance for Serbia. The share that SME have taken in the total number of enterprises in Serbia has already reached 90% and it is constantly growing. So called 'small economy' constitutes more than 50% of the whole national budget. Association of small and medium enterprises represents over 90% of the total business community in Serbia. Some 70% of the total number of jobs are in this sector and it participates in the BDP with some 60%.³

Entrepreneurship in Serbia is characterized by following: - the most preferred form of business is LTD; - three quarters of business owners have been in business for more than six years, and 42% of them for more than in eleven years, - some 67% of business owners are people between 35 and 55 years of age, and there are not more than 13% younger than 35; - some 42% of business owners use external sources of financing; - woman owns one in five SME. Entrepreneurs find, to great extent (Fig. 1) that supply of financial products by commercial

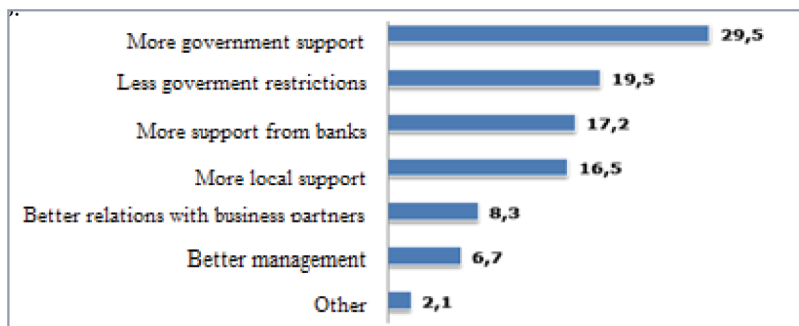
² National Employment Agency; www.nsz.gov.rs

³ <http://www.economy.rs>



banks is not stimulative and that most of those in this sector cannot avail of those products at all. High interest rates, difficulties in gathering bank guarantees, high bank commissions, long procedures for bank loans. SME in Serbia offer their products mainly on the domestic market up to some 70% of total revenues.⁴

Figure 1: Pool of entrepreneurs in Serbia: Steps to improve business environment



Source: National agency for regional development

Regarding limiting factors for a more aggressive and more organized market approach by SME, entrepreneurs generally complain about difficulties in payment collecting, about monopolistic behaviour by large firms, their own limited capacities, inadequate demand and disloyal competitors, lack of access to public tenders and inadequate distribution of information regarding market potentials. Entrepreneurs still do not use to the fullest possibilities of surpassing market limitations through cooperation and corporate inter-connections.

The floating exchange rate is a large problem as well, and it further creates the problem of falling behind with loan payments. The huge number of parafiscal costs constitute the biggest obstacle for creating new small and medium enterprises because no entrepreneur can survive such burden and many small business are being shut down.

It is government that must create preconditions for improvement of business environment in the form of organized support net and reduction of limitations. It is government that must create motivational policies with stimulative measures in order to make commercial banks see their interest in offering entrepreneurs long-term quality cooperation. It is also necessary for local governments to show much more understanding towards SME.⁵

3. HOW TO CREATE SYSTEM OF SUPPORT FOR ENTREPRENEURS

The blue print of the European Strategy 2020⁶ requires three priorities both from the members of EU as well as from the candidates for membership: - 'smart' development: economic

⁴ Ministry of Finance; <http://www.mfp.gov.rs>

⁵ On economic indicators of SME in Serbia, See: Zdravković, B., *International Business Prospects of Small and Medium Enterprises in Serbia*, International Journal of Economics & Law, Vol 1, FORKUP, 2011, str 159-160.

⁶ European Strategy 2020; <http://ec.europa.eu/europe2020>



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

development based on know-how and innovations; - sustainable growth: promotion of a more efficient, greener and more competitive economy; - inclusive development: - encourage creation of new jobs with the aim of social and regional cohesion.

While entrepreneurship is in EU promoted in any and every possible way (for example in 2011 EU approved 1,3 billion⁷ euros for R&D in SME), we still witness very poor access to loans for SME in Serbia, overcosts on national level are unacceptably high, administration is huge, unoperational and often unnecessary). Not more than 5% of small and medium enterprises are able to invest into business expansion. Nevertheless, there is a clear trend that shows that more business have been closed than created within the past year.⁸

In order to create a favourable atmosphere for SME, it is necessary for national government to implement fiscal reform and to minimize grey economy.

Let us mention some quality institutional frames for support of entrepreneurs and namely they are: business incubators, training centres, agencies for support of SME and entrepreneurship. Those communities that wish to encourage this form of doing business do not keep their entrepreneurs isolated; rather, they establish mechanisms for support, encouragement and training of potential and current entrepreneurs.

Government must create a system of support for entrepreneurship and that means: a) reform of VAT calculation; b) government must pay to SME on time, without delay; c) there must be a debirocratization of cadastre land registry in order to enable SME to use their property to secure bank loans; also government must establish a centralized data base on credit rating for faster and easier access to financial sources; d) government must create a better commercial frame for more acceptable terms of loans; e) government must provide adequate legal rules and their strict implementation where it would not be possible to create debts with own firm, then simply close it down and open another one.

Government must support small and medium enterprises, and one of the basic steps should be the change in VAT system so that these companies should not pay their taxes in advance but only when they get paid.

Lack of access to financial resources is the key problem for creation of new SME in Serbia. For a true boom of SME it is necessary to have cheaper financial resources because this sector has problems gathering financial back-up in times of crisis. This package should include the project of development bank on national level with the priority of instigating new enterprises. Germany is a good example to illustrate how important SME is for a certain economy: 85% of their economy takes place within SME sector. EU cannot overstate the fact that competitive economy is one of the preconditions for EU membership.

Small and medium enterprises must become basic pillars of the total socio-economic development. SME should also become the basic factor in a well-spread regional development in Serbia.

Government must create and implement measures to instigate and encourage economic development. A true, viable help for entrepreneurs would be a package comprising both financial and non-financial measures of support. We can see from regional experience that non-financial measures comprise voucher systems and subsidies for all kinds of consulting services. This is also present in Serbia but not in satisfactory volume, it is still in opening

⁷ Same source

⁸ National Employment Strategy; <http://lokalnirazvoj.rs/nacionalna-strategija-zaposljavanja-2011-2020>



stages. This country should do first things first and that means tax reform which is the government scrupulously avoids..Citing again the German example, let us say that in Serbia taxes on salaries go up to 60% while in Germany this percentage is half this figure.⁹

What does European Union recommend:¹⁰ A) Think outside the box; B) Think Small First; C) One market, one planet.

Actually, EU did adopt ten so called commandments for development of SME: 1) Thins Small First – creating atmosphere where entrepreneurs and family business flourish; 2) make sure that honest entrepreneurs who have faced bancruptcy can get another chance rather soon; 3) create such adequate adminstration system with quick responses to SME needs; 4) adequate recognition of public-oriented entrpreneurship; 5) adjust tools and measurs of state policies to SME needs: support SME in large state tenders through special funds; 6) provide access to finances for SME and create legal and business environment with strong incentives for commercial transaction paid out on time; 7) help SME to achieve more benefits; 8) promote and improve skills and all new forms of innovations within SME; 9) enable SME to turn environmental challenges into business opportunities; 10) help SME get a larger share from expanding markets.

Therefore we must undertake, and the sooner the better: - to classify SME and present analysis of their legal and financial situation; - to reform of public sector; - to minimize grey market; - to urgently and without delay improve our judicial system; - to finalize bancruptcy in all organizations with legal requirements for this; - to rigidly control public tenders, spending from the budget and development funds; - to reduce birocratic procedures; - to improve business competitiveness, - to introduce payment of VAT upon money is collected; - for government to settle all its obligations towards local authorities and SME; - to create bank for economic development; - to implement fiscal reform.

Implementation of the above listed measures would create realistic preconditions for creating of long-term development strategy of SME. Long-term measures are: - stimulation of innovativity and entrepreneurial spirit among young people by introducing entrepreneurial education into school curriculums; - promotion of the importance of entrepreneurial spirit through proper education of teaching work-force; - development of possible models of cooperation of SME with business community through system strategies for entrepreneurial education; - securing that fiscal system does not affect transfer from one to another business sector in a negative way.

4. CONCLUSION

Entrepreneurship is an organizational skill; it is a combination of creativity and knowledge. Entrepreneurship stems from private property is the source from which

New times demand new concepts and new answers to the tradional economic questions: what to produce, how to produce and for whom. We witness that both new challenges and solutions are being created at the same time: knowledge economy, intellectual capital, innovativeness, globalization, etc. We crave for a much larger degree of flexibility and it is absolutely neces-

⁹ Association of Women in Business; www.poslovnezene.org.rs

¹⁰ <http://www.poslodavci-apps.org/operativni-plan-ekonomskog-oporavka-msp-i-zanatskih-radnji>



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

sary to see things from all possible angles. Entrepreneurship constitutes adequate response to almost all challenges.

Entrepreneurship comprises creation of new ideas and acceptance of risk for business decisions made. There can be no entrepreneurship without innovations and competitiveness.

All over the world, in all times, entrepreneurs are people of strong will and determination who know that it is exactly those qualities that change virtually anything. Entrepreneurs are people with clear ideas and clear vision. They are also aware there is always choice in life and that our life depends exactly upon the way we choose. Hard work enables entrepreneurs to broaden both their abilities as well as possibilities at their disposal. Empirical know-how entrepreneurs collect this way and their will to constantly renew and broaden their knowledge constitute the source of their development and success.

Small and medium enterprises are the birthplace of new ideas and new, efficient economic concepts. Entrepreneurship also takes for granted high degree of flexibility and adaptiveness. This is why it is entrepreneurs that are always on the lookout for new chances and they are the first to accept risks.

You can indeed secure a loan for creation of business in Serbia today but it is under very unfavourable conditions. Nevertheless, we still see that lack of entrepreneurial culture and fear of risks are the main reasons for not creating more new enterprises. We still face the mentality 'it is better to wait and see,' we still wait for someone else to take matters into his hands.

'In the future, emphasis will be given to the prevention of errors and failures, rather than solving problems. Successful will be those that prevent rather than solve problems and eliminate errors.'¹¹

Government must constantly introduce new and improve existing measures for instigation of SME, specially on the local level; must simplify and remove administrative barriers; offer new business ideas, lower interest rates and long-term investment loans; local authorities must adopt friendly and inclusive policies for families of SME, specially where women are owners; apart from education and training, we must encourage entrepreneurship among young people in all possible ways; government must educate financial experts to be able to release new micro-loans and to develop security and help networks for SME.

In accordance with the proven role of SME in social integration and in accordance with Serbia's wish (as a potential EU candidate) to reduce poverty and unemployment as key issues of social exclusion, the set goals should be: - research possibilities for a new legal frame as a favourable environment for all different forms of social economy; - introduce concepts and forms of SME already in existence in EU; - recognize and encourage all the potential for entrepreneurship in Serbia; - analyze the present situation and define recommendations for future development.

¹¹ Radosavljević, M., *Strategy for learning from failure*, Intl Journal of economics and law, Vol. 2, No.4, pp 115



BIBLIOGRAPHY:

- [1] Gerber, E. M. (2011): *Mit o preduzetništvu*, Beograd: Čarobna knjiga
- [2] Penezic, Dr N. (2003): *Kako postati preduzetnik*, Beograd
- [3] Kawasaki, G. (2008): *Tajna uspešnog početka*, Beograd: Mono & Manjana
- [4] Radosavljevic M. et al, (2012): *Strategy for learning from failure*, International journal of economics and law, Vol. 2, No. 4
- [5] Lekovic, B. (2011) *Principi menadžmenta*, Ekonomski fakultet Subotica, Bečej
- [6] <http://www.economy.rs>
- [7] Bojan Zdravković, *International Business Prospects of Small and Medium Enterprises in Serbia*, International Jornal, Economics & Law Vol 1, FORKUP, 2011, str 159-160)



НАУЧНЫЙ ПОТЕНЦИАЛ УКРАИНЫ КАК ОСНОВА ЕЕ ИННОВАЦИОННОГО РАЗВИТИЯ: СРАВНИТЕЛЬНАЯ ХАРАКТЕРИСТИКА С ЭКОНОМИКАМИ ЕВРОСОЮЗА

Кубиний Ю. Наталья ¹, Кубиний В. Владимир ², Максимчук С. Ярослава ³

¹Ужгородский национальный университет, г. Ужгород, Украина, kubiniy@mail.ru

²Ужгородский национальный университет, г. Ужгород, Украина, bsc10@mail.ru

³Ужгородский национальный университет, г. Ужгород, Украина, bsc10@mail.ru

Аннотация: Статья посвящена вопросам современного состояния и динамике результативности сферы научно-исследовательских работ и разработок в Украине. Приведены результаты анализа объемов научной деятельности, производительности труда занятых в науке. Определены основные причины, тормозящие развитие научной сферы в Украине, которые включают структурные несоответствия, отсутствие кадровой стратегии и недостаточность финансового сопровождения.

Ключевые слова: инновационный потенциал, научная сфера, кадровый потенциал, стратегия, финансовое сопровождение.

1. ВЕДЕНИЕ.

Формирование и развитие инновационного потенциала базируется на результатах научного сектора, который в свою очередь зависит от наличия в стране четко определенной инновационной стратегии, финансового ее сопровождения и кадрового обеспечения. В связи с этим, оценка результативности научно-исследовательских работ и исследование финансовых и кадровых факторов влияния на состояние и тенденции позволит определить проблематику научной сферы, ее узкие места, а следовательно, обосновать предложения по их устранению. В связи с этим, целью данной работы является анализ основных показателей, характеризующих развитие научной сферы в Украине, и изучение основных причин, тормозящих проведение научных и научно-технических работ.



2. РЕЗУЛЬТАТЫ ИССЛЕДОВАНИЯ

Инновационный потенциал создает стратегическую основу экономики страны для ее дальнейшего развития. Разработка и внедрение принципиально новых технологий, продуктов и услуг позволяют: а) создать материальную инновационную основу жизнедеятельности; б) сформировать более высокий тип культуры жизни в целом и потребления в частности; в) обеспечить внедрение радикальных институциональных преобразований, направленных на создание системы правил, регулирующих креативный труд и цивилизованное потребление. Формирование инновационного потенциала страны значительным образом зависит от развития сектора научных и научно-технических работ. Современное состояние и перспективы сферы научной деятельности в государстве не только обеспечивают инновационный прогресс или вызывают его торможение, но и влияют на качество трудовых ресурсов страны, ее позиционирование в международной среде, создание долгосрочных конкурентных преимуществ. Динамика выполненных научных и научно-технических работ в Украине показана в таблице 1.

Таблица 1. Основные показатели, характеризующие сферу научных и научно-технических работ в Украине в 2005, 2010 и 2011 годах

Показатель	2005 г.	2010 г.	2011г.
Количество выполненных научных и научно-технических работ в Украине, тыс. ед.	63,9	52,0	52,4
Темп роста, % к 2005 году	x	81,4	82,0
Финансирование научных и научно-технических работ, тис. грн.	5160399,8	8995893,9	9591349,5
Темп роста, % к 2005 году	x	174,3	185,9
Размер финансирования единицы научной и научно-технической работы, грн.	80757,4	172997,9	183041,0
Темп роста, % к 2005 году	x	214,2	226,7
Численность исполнителей научных и научно-технических работ, чел.	105500	115596	109748
Количество исполнителей на единицу научных и научно-технических работ, чел.	1,65	2,2	2,1
Темп роста, % к 2005 году		133,0	1,27

Приведено по источнику: Наукова та інноваційна діяльність в Україні. Статистичний збірник, К.: Державна служба статистики України, 2012. – 305с., с. 80,165; Статистичний щорічник України за 2006 рік. – К.: Видавництво консультант, 2007р. – 551с., с38
 Как свидетельствует информация, изложенная в таблице 1., в 2011 году было выполнено 52,4 тыс. единиц научных и научно-технических работ в Украине, что на 0,4 тис.



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

больше, чем в предшествующем периоде. При этом наблюдается резкое снижение результативности научной и научно-технической деятельности в сравнении с 2005 годом. Темп роста в 2010 году в сравнении с 2005 составил 81,4%, а в 2011 – 82%. Практически на пятую часть меньше работ выполнено в последние годы по сравнению с базисным периодом.

При этом наблюдается увеличение общего размера финансирования научных и научно-технических работ. Темп роста в 2010 году в сравнении с 2005 годом составил 174,3 %, а в 2011 – 185,9 %. Еще большими темпами растет размер финансирования единицы научных и научно-технических работ. Соответственно темпы роста составили 214,2 и 226,7 процентов. При этом, по утверждениям занятых в данной сфере, это вызвано в основном инфляционными процессами.

Приведенные в таблице 1 данные свидетельствуют о снижении эффективности научных и научно-технических работ в Украине. Количество исполнителей в расчете на единицу работ увеличилось с 1,65 osoby в 2005 году до 2,1 osoby в 2011 году.

На низкую результативность сектора научных и научно-технических работ влияют группы факторов, среди которых в данной работе выделены:

1. Структурная неадекватность занятых научными и научно-техническими техническими работами по секторам деятельности.
2. Отсутствие кадровой стратегии в научной сфере.
3. Недостаточное финансирование научной сферы.

Одной из причин низкой эффективности использования финансовых средств и производительности труда является нерациональная структура работающих в научных организациях по секторам деятельности.

Таблица 2. Структура занятых в секторах научно-исследовательских работ в странах ЕС в 2010 году

	Доля, %
Всего	100
Государственный сектор	12,7
Предпринимательский сектор	45,3
Сектор высшей школы	41,0

Приведено по источнику: Наукова та інноваційна діяльність в Україні. Статистичний збірник, К.: Державна служба статистики України, 2012. – 305с. , с. 80,165

Если в развитых странах преобладает доля занятых в секторе высшей школы, в Украине в 2011 году на этот сектор приходится меньше 7 процентов (9355 работающих). В частном неприбыльном секторе было занято лишь 2 человека. В государственном и предпринимательском секторах соответственно 60834 и 64550 особ. Структура занятых в научных организациях по секторам деятельности представлена на рис. 1.

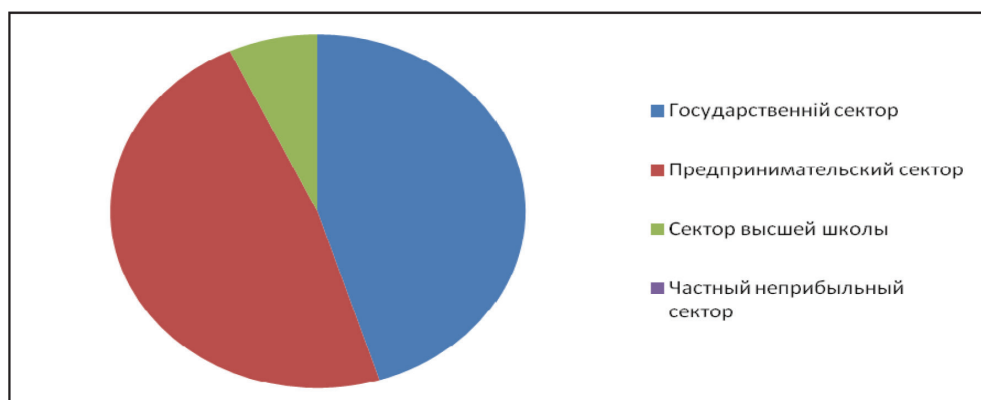
Перенос акцентов научной деятельности в университеты Украины имеет стратегическое значение вследствие таких причин.

Во-первых, студенты, которые проходят обучение в высших учебных заведениях с богатым научным потенциалом, приобщаются к научной работе со студенческой ска-



мы. Даже при условии, что они пойдут работать в бизнес или государственные учреждения, их навыки исследовательской работы, системность мышления, аналитический подход к изучению проблемы, позволят на практике проявить высокий уровень профессиональной подготовленности, что существенно увеличивает их конкурентоспособность. Кроме того, от использования персонала, владеющего современными технологиями анализа и синтеза, выигрывает практика, трудовой потенциал которой более эффективен.

Рис. 1. Структура численности персонала научных организаций по секторам деятельности в Украине в 2011 году



Составлено по источнику: Наукова та інноваційна діяльність в Україні. Статистичний збірник, К.: Державна служба статистики України, 2012. – 305с. , с. 80,165

Во-вторых, в университетах через механизмы аспирантуры и докторантуры, осуществляется подготовка основных кадров научной сферы деятельности. Поэтому необходимо их активное участие в научных университетских темах, что даст возможность научного общения, обогащения научными идеями и овладения современными технологиями исследовательской работы.

Следующей группой факторов, которые вызывают снижение результативности научных и научно-технических работ в Украине, являются обстоятельства, вызывающие высокую интенсивность движения кадров в научных организациях. Так, в 2011 году ,при наличии на начало периода 139938 человек, занятых в научных организациях, было принято 17040 особ, что составляет больше 12 %. Выбыло 22237 человек, что от количества занятых на начало периода составляет практически 16 %. При этом в связи с сокращением кадров было увалено 2351 особу. Это говорит об отсутствии адекватной современным требованиям кадровой стратегии государства в области трудовых ресурсов научной сферы.

Последней группой причин низкой эффективности функционирования научной сферы в Украине в данной работе выделена недооценка государством важности научных и научно-технических работ. Это выражается в доле затрат на эти работы в валовом



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

внутреннем продукте. Сравнительный анализ по странам ЕС и Украине можно провести на основе данных, представленных в таблице 3.

Таблица 3. Доля затрат на научно-исследовательские и научно-технические работы в валовом внутреннем продукте в 2005 и 2010 годах.

	2005 год	2010 год
ЕС 27	1,82	2,00
Болгария	0,46	0,60
Эстония	0,93	1,62
Испания	1,12	1,39
Латвия	0,56	0,60
Литва	0,75	0,79
Германия	2,49	2,82
Венгрия	0,95	1,16
Чехия	1,41	1,56
Украина	0,99	0,83

Приведено по источнику: Наукова та інноваційна діяльність в Україні. Статистичний збірник. – Київ: Видавництво Державної служби статистики України, 2012. – 305с., с.

165

Как следует из изложенных статистических данных, страны ЕС наращивают научный потенциал, что выражается в тенденции до увеличения доли затрат на науку в валовом внутреннем продукте. Украина за анализируемый период уменьшила долю затрат, что негативно сказывается на формировании и использовании научного потенциала.

3. Выводы

Результаты исследования позволяют утверждать, что в Украине сфера научно-исследовательских работ и разработок функционирует недостаточно эффективно и не содействует активизации инновационного потенциала национальной экономики. Основными причинами такого положения выделены структурная неадекватность кадрового потенциала, отсутствие кадровой стратегии, недостаточное финансовое сопровождение научно-исследовательских и научно-технических работ. Вследствие этого целесообразно рекомендовать расширить подготовку кадров для научного сектора и перенести основную часть научно-исследовательских работ в университеты. Это обеспечит формирование поточного и стратегического кадрового потенциала инновационного развития национальной экономики. Необходимо разработать систему мотивации, которая закрепит научные кадры в Украине, снизит отток интеллекта. И, наконец, обеспечить финансирование затрат на науку в объеме, необходимом для ее результативного функционирования.



БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] Наукова та інноваційна діяльність в Україні. Статистичний збірник. – Київ: Видавництво Державної служби статистики України, 2012. – 305с.
- [2] Статистичний щорічник України за 2006 рік. – К.: Видавництво консультант, 2007р. – 551с., с38



AGRIBUSINESS - MANAGEMENT IN TIMES OF CRISIS

Kukobat Lazo¹, Škrilin Nela², Kovalev Anton³

¹„Frigo-BEL“, Belgrade, Serbia, lazokukobat@gmail.com

² University of Queensland, Global Change Institute, Brisbane, Australia

³ Belgorod State Technological University n.a. V.G. Schukhov, Belgorod, Russian Federation, rogova@intbel.ru

Abstract: Serbia has great potential in the agro-economics sector, thanks to the favorable climate, good natural soil characteristics and available water resources. However, this potential has not been fully exploited. Agribusiness in Serbia is not considered a normal economic boom, due to the specifics of this production, tradition and high expectations. In all municipal or regional strategies has been recognized as one of the main strategic lines of development, and most of the population in rural and urban areas view it as the greatest opportunity for development of Serbia. Agribusiness is the economic sector that can produce more wealth than it does now, and thus contribute to the development of the country and can be a short-term buffer to facilitate the process of transition and crisis, but cannot continue to employ people who are currently employed and to be competitive in an environment in which Serbia is striving through integration processes. The conflict of the role of agriculture in economic development and its social component has characterized the previous period. Changes in the agribusiness are happening, slowly and rather as a response to market processes, not as a clear strategy for the development of the sector, while institutional and legislative reforms began but not completed. The economic crisis, which has been present for several years, had a negative impact on agriculture in Serbia, due to the increased cost of capital, but also a number of side effects that reduce the business predictability, reduce the availability of financial resources and spending. Reduction in investment and a lack of investment capital has a number of side effects that negatively affect the economy and agriculture of Serbia. Therefore, the role of management in the agri-business sector is extremely important, as managers make decisions that would help in overcoming the crisis and the existing problems.

Keywords: agribusiness, management, crisis, competitiveness, development

1. INTRODUCTION

Agribusiness is a specific sector of industry characterized by the large length of the production cycle and the significant impact of weather conditions on the production, which greatly complicates measuring the impact of various factors on the production and marketing chain, particularly in the short term. It is also difficult to determine the effects of the crisis in a par-



ticular sector; it is the problem of measuring the intersectoral impacts. For example, if the reduction in employment a result of the poor employment policy and increases in charges per employee or the effects of the crisis in the agro-sector, or whether the reduction in lending activities resulted from the unwillingness of farmers to take loans or unwillingness of banks to provide them, or is the impact of the crisis in the agro sector adversely affected the behavior of both.

Since the long production chain in which the final product is an input for another production characterizes agricultural economy (seed corn - corn - concentrated animal feed/livestock - halves - sausages), a reduction in demand for one product in the chain is reflected in the other. The reduction of agricultural trade is primarily the result of reduced demand. Food compared to others, especially luxury goods, has lesser demand reduction, but the reduction does exist. It is even more significant compared to the value of the net amount, because in times of crisis, there is a substitution of those more expensive products with lower price products. Demand for agricultural products depends on the income of consumers.

Delays in the process and trends that are taking place can have significant negative consequences, primarily for inaction in connection with the adoption of measures to alleviate the crisis. It is therefore important to identify as soon as possible:¹

- Indicators that would point to the existence and level of crisis;
- Trends that would indicate the movement of the indicators;
- Analyze trends and indicators based on the knowledge
- Create (recommend) measures to mitigate the consequences

The sooner we realize these trends and indicators, it would be possible to find answers and to create action, and any delay can have a significant impact in the agricultural sector, especially when one considers that in Serbia at about 4.2 million hectares of arable farmland per year produces some 10 million tons of agricultural products worth about three billion Euros. In the total exports of the Republic of Serbia, the share of agro-industrial products is about 20%. Food products implement about 30% of gross domestic product in the export.²

2. AGRIBUSINESS - CRISIS CONDITIONS AND MANAGEMENT

In crisis situations³, there is a disturbance of business systems, while the focus for making decisions from the historical and verifiable data shifts to estimates, forecasts, innovative planning with a focus on external data. Unlike internal factors that can generally be controlled, the majority of external factors are beyond the control of business systems. Therefore, it is necessary to make decisions about the factors to which a business system should react, should try to influence and those that would have been good to ignore. In addition, one must take into account the dynamic nature of the internal and external environment, which over time leads

¹ Goran Živkov, Andrew Vonnegut, Brankica Obućina, Nenad Popadić, *Uticaj svetske ekonomske krize na poljoprivredu Srbije*, USAID, 2009. pp. 3-4

² Tomić R., Tomić D., *Proizvodni potencijali agroprivrede Srbije-faktor unapređenja konkurentnosti*, Škola biznisa br.3., 2011. p. 3

³ Dr Kosta Sotiroski, Doc.dr Margarita Janeska, *Efikasno odlučivanje u menadžmentu - ključni faktor uspeha*, Ekonomske teme, Ekonomski fakultet, Niš, 2002., p. 618



to changing the relative impact of individual factors. A strategic management requires emergency response, above all, the efficient decision-making. Assuming that efficient decision-making involves both, slow and fast, and that the prerequisite is the combination of experience, knowledge and training, and that the economies of Southeast Europe are in situation where it is necessary to quickly make decisions under uncertainty and risk, so in the future the managers will have to use decision support systems and expert systems, particularly in strategic decision-making.

2.1. The global economic crisis and its impact on the agro-economy

In late 2008, the economic crisis culminated, and no one knows when or how it will end. The crisis has engulfed financial, and then the real sector and it is expected that soon a significant part of the citizenry will feel the impact of the crisis, whether through job loss, reduced of pension funds, increased taxes or increased prices. Various governments decided to take actions in the financial and real markets and reduce the consequences of the crisis, but the results were insignificant. Fundamental impact on the global level are a decline in the stock market, lack of capital and reduced investments, layoffs, the decline in real estate prices, the decline in consumption (mainly luxury products, for now). In Serbia, in addition to all the above mentioned, two most important consequences stand out:

1. Reducing investment (foreign and domestic),
2. Lack of investment capital due to the reduction of cross border loans, deposit withdrawals, and reduced inflow of funds from foreign citizens

Reduction in investment and a lack of investment capital have a number of side effects that are a consequence of these trends, affecting negatively the economy and agriculture of Serbia. They can be divided into:

- Difficulties in maintaining macroeconomic stability, which reduces predictability of operations,
- Changes in the value of dinar increase the risk in the export,
- Possible depreciation of dinar increases the purchase price of equipment and production inputs from abroad and increase debts of farmers,
- Reducing the purchasing power of citizens that influence the demand
- Lack of resources at EU and national level, which could result in increasing tax levies, fees and permits price - the abolition or reduction of agricultural subsidies at the state level, provinces, municipalities, and the EU,
- Increased cost of capital

The economic crisis had a negative impact on agriculture in Serbia, due to the increased cost of capital, but also a number of side effects that reduce the business predictability, reduce the availability of financial resources and spending.

Rehabilitation and recovery of the Serbian agriculture should be considered in an integral way, taking into account that in following years the ownership structure is going to change with a dominant share of private-equity ownership. It requires designing short-term agricultural projections (program) for the next 3-5 years that will be a good basis for the development of long-term strategy for agricultural development. This model - a strategy must be appropriate for the European agricultural policy, which will provide an easier integration into the modern



European trends. Therefore, it is necessary to recover the private and shareholders - state agricultural sector and with economic incentives shape it into a modern farm property.

The concept of economic policy in agriculture should be based on full recovery of agriculture, its revitalization, financial consolidation and promotion of intensive production structure. In period 2004 – 2010, for the agriculture as the most important economic area that in this period will have a significant impact on the overall economic trends of the country, it is necessary to formulate the status in order to be economically profitable, market-oriented and interesting to farmers and agricultural companies to deal with it from a purely economic reasons – the profit.

2.2 Agribusiness manager - a key factor of the management and development

In a market economy, management became a profession and because the managers are expected to skillfully faces present times and uncertain future, to seek optimal methods to successfully survive and develop in the fierce market competition, crisis conditions and undetermined business relationships. For such actions, managers need high capacity and modern expert knowledge. Managements in our businesses have the future determined by the effect of actions and activities, what they do or do not do, or fail to make in time between the past and time to come. Therefore, proponents of the management functions must be educated for life, while they have the expert function. A basic rule of the market economy and agrarian economy is that those who do not learn and improve their jobs – cannot be a part of the professional management team, and for the promotion it is necessary to develop the creative skills, without which there is not needed innovation.

The ability and skills of managers determine the success of the organization's operations and the profitability is achieved when organizations manage appropriate and rational planning and budgeting. Manager's ability for timely and proper decision-making in solving complex problems and systems is a matter of knowledge, experience and training. Managers in organizations need to recognize the problem, and then to analyze it and, ultimately, make decisions about how to resolve the caused problem. The main characteristic of a successful manager is its organizational capacity to carry out its business activities.

Managerial decisions in agribusiness cannot be made by inertia, but all the relevant facts must be taken into account in order to avoid the risk and uncertainty of the environment. The fact that many variables (such as input prices and output prices), changes in the production process, requires a different approach to decision making. This situation and made decision does not have to respond to the new (crisis) situation.

Serbian agriculture characterizes the existence of specific differences in the size of farms, which significantly influences the management itself. In order for management to emerge as an independent activity, it is necessary to have a farm that is able to organize self-management thanks to its own production.

Small farms are faced with the reality that the owner of the farm at the same time is the direct manager and producer. It is necessary to inform these producers on strategic decisions and acquaint through seminars, courses and advisory services, but also on the development of agricultural production. In Serbia, we must note, the problem of transferring management decision has not been resolved in an appropriate manner. Therefore, small farms are the basis for



the fault existence of an independent management activity. Unlike primary agricultural production, a process of concentration characterizes the food industry. In the food industry, the management in the scope of public companies acts as an independent activity. Thus, management becomes the fourth factor of development, after the traditional land, labor and capital.⁴ The task of management⁵ is to provide such an agribusiness management that will enable successful business. Management is specific and sensitive, especially when we take into account the conditions in which our agriculture is still going through a painful process of transition (state role in planning, organizing, leading and controlling of business). Management phases are not always in line with all the phases of the company, however, the weakening of the state influence and due to greater enterprises autonomy, their synchronicity was obvious, through the actions of management and the effectiveness of the company. In order to be prepared for the future, rural enterprises must, with prior consideration of the environment, to perceive their position, with all the necessary preparations for the future efficient and effective market operations.

3. AGRIBUSINESS PERSPECTIVE AND COMPETITION

Competitiveness is the basis that determines the success or failure of the enterprise, or the economy as a whole. Competitive advantage arises primarily from the value that the economy creates for its customers, which exceeds its cost of production. The economic development of a country should be based on the use of their own, specific resources. Model of economic development should ensure balanced development and enable greater participation in the international market based on competition. Dual economy development model is a useful tool in the theory of economic development.

Due to European integration, Serbia has a chance to use its comparative advantages in order to enhance its own marketing of agricultural products in the world market. CEFTA trade agreement is only the first stage of liberalization, to the final accession to the WTO and the EU, and by then Serbia must take a better position in the export of agricultural products. As one of the most important priorities for the development of agriculture, the increasing competitiveness is highlighted. Measures to improve competitiveness are related to productivity, quality of production, etc. In the analysis of competition, it is necessary to improve product's quality, to direct manufacturers to produce better varieties, to conduct marketing activities in order to create brand names in order to gain the trust of foreign customers, to increase productivity to reduce production costs to achieve price competition. Certainly, the competitive advantage should be achieved using a positive difference of natural resources (climate, soil, water resources - irrigation systems, etc.). It should be noted that the priority is the production of healthy and safe food, which also makes a great deal of unused capacity.⁶

⁴ Prof.dr Života Radosavljević, Prof.dr Radovan Tomić, *Menadžment u modernom biznisu*, Privredna akademija, Novi Sad, 2007, p.52

⁵ Drobac, M.M.: *Menadžment aktivnosti i razvoj efikasnog privređivanja u preduzećima poljoprivrednog sektora*, Departman za ekonomiku poljoprivrede i socijologiju sela, Novi Sad, 2007., p. 153

⁶ Tomić R., Tomić D., *Proizvodni potencijali agroprivrede Srbije-faktor unapređenja konkurentnosti*,



Agriculture in the GNI of Serbia contributes more than 20% of exports to nearly 30%, and one third of Serbian population lives from agriculture. Due to the natural characteristics of the land, water resources and climate, Serbia has a great agricultural potential.

In Serbia (according to the Statistical Office of the Republic of Serbia, 2011) about 4.2 million hectares of agricultural land annually produces 10 million tons of agricultural products worth about three billion Euros. In the total exports of the Republic of Serbia, the share of agro-industrial products is about 20%. Food products realized some 30% of gross domestic product in the export. A number of economic indicators show that agriculture is one of the leading industries in the Republic of Serbia. Therefore, the share of active agricultural population accounts about 15% of the total working population. Serbia generates about 12% of the total gross value of the social product per year.

Table 1: Ownership structure of land (farm area, ha)

Area	Serbia	Bulgaria	Romania
<5	77,4%	96,8%	93,8%
5-10	17%	1,4%	4,9%
10-20	4,8%	0,6%	0,8%
>20	0,8%	1,2%	0,5%

Source: EU, Eurostat, 2010

A particular problem is the extensiveness of production of small farms on private lands. The data in Table 1 indicate that the ownership structure of arable land in Serbia includes more than 2/3 of arable land owned by households with up to 5 ha, and less than 1% of households have 20 or more acres. A negative ownership structure influences the size of the average farm.

Table 2: The average farm size

Country	Area (ha)
EU	17,7
Serbia	3,5
Great Britain	67,7
Denmark	46
Netherlands	20
France	42
Luxembourg	45,3

Source: EU, Eurostat, 2010

The consequences of this attitude are lower yields and thus reduced production of basic agricultural crops. This explains the low productivity in agriculture.



Agricultural products⁷ often represent the raw material in the manufacturing and food industries. A significant factor in the competitiveness of agricultural and food products and is the utilization of production capacity. Analysis of the Serbian agribusiness indicates a low level of utilization of installed capacity. The exception is the tobacco industry (capacity utilization is about 80%), beer industry, oil industry (where the capacities are utilized over 50%). All other branches of manufacturing industry work with smaller capacity; even in fodder industry, the utilization of installed capacity is less than 20%. Insufficient capacity utilization increases the cost of production per unit, and thus the product becomes uncompetitive in the world market.

It is possible to improve the state of agro-industrial sector applying appropriate measures, in order to be more competitive on a global scale. Some of the measures can be diversified into the following groups⁸:

1. To increase the participation of major commodity producers, because at the moment in the structure of agriculture in Serbia mainly dominate small commodity producers.
2. Market regulation of agricultural products is one of the measures that should be implemented to reduce the monopoly on the demand side, as well as to establish price stability and competitiveness in order to find a market for goods outside the national borders.
3. Increase of agricultural budget, to provide greater shares of subsidies - the premium for further development.
4. Construction of the irrigation system - availability of water resources is extremely high, but their utilization is relatively low. The reason for low utilization is the lack of financial resources, which should be provided under the most favorable conditions.
5. Education of rural people - Rural development is one of the most important factors of economic development, so it should be focused on educating the rural population in the economic, cultural and environmental terms.
6. To stimulate the investment in rural areas - exemption from payment employment, credit and favorable tax policies and other measures in rural areas in order to attract investors
7. To reduce the number of farms, to increase their average size and this is a factor in increasing productivity and competitiveness.
8. Development of small agribusiness and entrepreneurship - when it comes to agribusiness, big problems are technological problems, advisory institutions, financial funds, etc.
9. Faster implementation of standards in food production (such as GAP, ISO, Halal, etc.), in order to protect the health of consumers

These are just some of the important measures for further development of agro-industry. The specificity of this industry, as well as many other internal and external factors suggest that the most important measure for further development of agricultural production is the funding of agricultural sector.

⁷ Same as the previous, p.7

⁸ Same as pp.7-8



According to a number of indicators that have been analyzed, agro economy of Serbia is the labor-intensive industry, which is characterized by a low level of implementation of agro-technologies. Expansion of agricultural land leads to the large landowners - farmers, who have a dual role in social development. On the one hand, farmers appear as buyers of inputs (machinery, pesticides, fertilizers, etc.), while on the other hand, farmers appear as the output agent, which runs the manufacturing industry. Despite the fact that rural areas offer the agricultural and food products, wood products, etc., these are the places for vacation, tourism and life.

On the basis of data on the share of agricultural and food products in total foreign trade⁹, it can be concluded those are products that are of great importance, especially for export, which takes up one-quarter of total exports. On the export side, the most common products are in the form of raw materials, mainly based on plants. The possibility of increasing exports is reflected primarily in the available agricultural resources, but also the agricultural policy, which increasingly needs to improve export. To improve foreign trade¹⁰, it is necessary:

- to continuously increase the production of products for export and to provide a stable supply in the long term
- to expand the market, to adapt the habits of consumers
- to collect and analyze information about the market, customer needs and competition
- to strengthen and to improve business ethics and culture of communication, which are present all over the world
- to use the appropriate packaging, design, certification, etc.

Entering the mainstream of free trade, that impose a global business policies, with the aim of increasing exports it is necessary to significantly increase the level of competitiveness of Serbian products in terms of quality. If this approach to increasing quality and productivity were going to be accepted, the production for domestic and foreign market would significantly increase.

4. RESUME

Farmers and companies operating in agriculture need timely information about the market, the consequences of the crisis, the trends and the effects that it causes. The predictability of the market is the basis for successful production planning, which is often difficult to achieve in

⁹ Agriculture and food industry of Serbia in 2011 (Statistical Office of the Republic of Serbia) achieved exports of about \$ 2.7 billion, which is 20 percent more than in 2010., and with the 22.9 percent share in total goods exports. Surplus in foreign trade in agricultural and food products in the past year has increased by nine percent to 1.3 billion dollars. Foreign trade of agricultural products was the largest with the countries with which Serbia has signed free trade agreements, and those member states of the European Union account for about 48 percent of Serbian exports in terms of agricultural products. The other major partners are countries encompassed by CEFTA agreement, where Serbia sold around 46 percent of its overall exports of agricultural products. The most important products in the export in 2011 were the corn valued at 422 million dollars, refined beet sugar in the amount of 156.3 million dollars, Roland raspberry - frozen in the amount of 101.6 million dollars, a mercantile wheat with 82.4 million dollars, edible sunflower oil, which is exported in the amount of 81.6 million dollars, and fresh apples whose export were worth 62.1 million dollars.

¹⁰ Tomić R., Tomić D., *Proizvodni potencijali agroprivrede Srbije-faktor unapređenja konkurentnosti*, Škola biznisa br.3., 2011. p.9



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

agriculture, especially in the markets that are not fully developed, but we should always strive for it, especially in times of crisis. One of the key measures that most countries have enacted to mitigate the effects of the economic crisis was the allocation of funds from the public sector to banks and entrepreneurs in order to increase spending and support companies.

Agricultural budget by size criteria (EUR/ha, EUR/farmer, the GDP share, the percentage share of the total budget) is one of the smallest in Europe. Agriculture is a sector that needs investment to be able to prepare for the upcoming EU accession.

Equipment, machinery and agricultural buildings are very affordable. Therefore, farmers who are willing to invest in times of crisis or take a loan to invest in equipment, facilities and machinery should be encouraged to do so through investment support.

The biggest losers during the crisis are those who operate in areas with less favorable conditions for agricultural production.

In times of crisis, it is necessary to make the best use of donor funds, through the promotion of cooperation and joint development of programs that will address the problems of the crisis in the agricultural sector.

The crisis started as a financial crisis, and the first effects were felt in that sector. Accordingly, the first government interventions to alleviate the crisis in other countries, including our country, were aimed at stimulating lending. Any time of crisis is characterized by low investment activity, but at the same time very reasonable arrangements for investment. Agriculture and food industry require new, numerous and more significant amount of exemptions and subsidies. Despite the considerable efforts in recent years in the field of subsidizing the agricultural production, it is not realistic to expect a serious increase of the level of these benefits in the near future. The overall level of development of the local economy simply not allow that and the EU funds are still not available to us in a significant extent.

The privatization process that has affected the entire industry, including agribusiness has led to positive changes i.e. significant progress, as evidenced by the experience of developed countries. Privatization should be accompanied by a transformation of all segments of the business processes in the enterprises (production-technological, financial, market, human resources, management, etc.), which together should result in the overall development of the company.

BIBLIOGRAPHY:

- [1] Drobac, M.M.: Menadžment aktivnosti i razvoj efikasnog privređivanja u preduzećima poljoprivrednog sektora, Departman za ekonomiku poljoprivrede i socijologiju sela, Novi Sad, 2007., str. 153
- [2] Kukobat L., Bartula M., Terescenko S., Agrobiznis u ekološkim uslovima, Zbornik radova, Međunarodna konferencija -Pravno ekonomski aspekti ekologije-, FORKUP Novi Sad, Alfa Univerzitet Beograd, 2012. Str.35-40., ISBN 978-86-87333-32-1
- [3] Radosavljević Ž., Menadžment znanja i (li) znanje u menadžmentu, Centar za edukaciju rukovodećih kadrova i konsalting, Beograd, 2008., ID 30050316-1
- [4] Radosavljević Ž., Tomić R., Menadžment u modernom biznisu, Privredna akademija, Novi Sad, 2007, Str.52. ICBH 86-84613-47-3.

**3rd International Conference
"Law, Economy and Management in Modern Ambiance"**



LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia



- [5] Sotiroski K., Janeska M., Efikasno odlučivanje u menadžmentu-ključni faktor uspeha, Ekonomske teme, Ekonomski fakultet, Niš, 2002., str. 618.
- [6] Tomić R., Tomić D., Proizvodni potencijali agroprivrede Srbije-faktor unapređenja konkurentnosti, Škola biznisa, br.3., Novi Sad, 2011.Str.3-8 UDC 338.43:339.137.2(497.11)
- [7] Živkov G., Vonnegut A., Obućina B., Popadić N., Uticaj svetske ekonomske krize na poljoprivredu Srbije, USAID, 2009. Str.3-4. EDH-I-00-05-00004-00
- [8] <http://www.sef.rs/makroekonomija/svetska-ekonomska-kriza-uzroci-posledice-i-politike-za-prevazilazenje.html>
- [9] <http://epp.eurostat.ec.europa.eu/portal/page/portal/eurostat/home/>



МЕНЕДЖМЕНТ И ВНЕШНЯЯ СРЕДА

Сергей Куприянов

Белгородский государственный технологический университет им. В.Г. Шухова, г.
Белгород, РФ, kaf-mvd@yandex.ru

Аннотация: Современные условия хозяйствования вызывают необходимость пересмотра стереотипов. Одним из них является изменение отношения менеджмента предприятия к факторам внешней среды: от политики приспособления к активному управлению. Для реализации такой установки необходимо, во-первых, задействовать имеющийся потенциал самого менеджмента за счет достижения синергетического эффекта, во-вторых, укрепления государственной власти путем организации государственного управления на базе одной, доминирующей религии. Для России это православие.

Ключевые слова: менеджмент, внутренняя и внешняя среда, потенциал менеджмента, православие

1. ПОДХОДЫ МЕНЕДЖМЕНТА К ВНУТРЕННЕЙ И ВНЕШНЕЙ СРЕДЕ

Любое предприятие, организация, являются открытой системой, зависящей от множества разнообразных факторов, взаимодействие которых предопределяет ее целостность. В научной и учебной литературе по теории менеджмента [3] их условно разделяют на внутренние и внешние переменные. Критерием отнесения к той или иной группе выступает влияние на них менеджмента. Так, внутренняя среда организации находится под относительным контролем управленцев, на которую они могут прямо или опосредованно влиять, и на которой сосредотачивается, как правило, все внимание руководства. Это: цели, структура, задачи, технология, люди. Каждому из этих факторов в теории управления соответствует своя школа. В частности, инженерный подход в управлении нашел свое воплощение в положениях школы научного управления, концентрирующей свое внимание, в основном, на технологических проблемах. Профессиональных управленцев больше привлекала школа административного управления, занимавшаяся проблемами разработки принципов и функций управления, создание структуры, обеспечивающей достижение целей. Нашлось место в менеджменте социологам и психологам, которые сформировали и развили школы пове-



денческих наук и человеческих отношений, где главным объектом исследования был работник. Несмотря на разнонаправленность внимания вышеперечисленных школ, их представителей объединяет то, что все свои усилия направляли на решение задач, стоящих перед организацией, и которые обеспечивают ее успех. То есть, менеджмент организации по отношению к внутренним факторам занимает активную позицию и играет определяющую роль в их эффективном использовании.

Несколько иная ситуация наблюдается в отношении руководства к внешним факторам, внешней среде организации. Представители школ менеджмента недостаточно уделяли внимания переменным вне предприятия. Тому были свои причины, связанные с необходимостью сосредоточить внимание на факторах, непосредственно влияющих на эффективность и выживание предприятия. Однако со временем отношения к ним изменилось. Так, Штейнер и Майнер указывают: «В прошлом руководители концентрировали внимание на экономических и технических обстоятельствах. Однако в последнее время изменение установок людей, социальных ценностей, политических сил и сферы юридической ответственности заставили руководителей расширить спектр требующих учета внешних воздействий»[3.с.115]. В качестве современной концепции развития экономики и управления можно обратиться к холистике[5.с.327]. Предприятие подобно биологическому организму, а по теории Ч. Дарвина, в природе сохраняются лишь те виды, которые смогли приспособиться к изменениям в своей среде. Отсюда менеджмент предприятия должен исповедовать дарвинизм в среде организаций, чтобы не оказаться в числе исчезнувших.

2. НЕОБХОДИМОСТЬ И ВОЗМОЖНОСТЬ УПРАВЛЕНИЯ ВНЕШНЕЙ СРЕДОЙ

В специальной литературе к внешней среде бизнеса относят факторы прямого воздействия: поставщики, законы и государственные органы, потребители и конкуренты, а также факторы косвенного воздействия: состояние научно-технического прогресса, состояние экономики, социально-культурные и политические факторы, отношение с местным населением, факторы международного окружения. Приведенный перечень основных переменных внешней среды свидетельствует об их социальной ориентации. Это не объективные законы Природы. Все вышеуказанные факторы – дело человеческого разума и рук. Всё это творение социума. А раз это так, то и отношение к ним должно быть адекватным. В конечном счете все факторы от поставщиков до международной обстановки создали люди от бизнесменов до дипломатов. Создавались они с учетом различных интересов как отдельных личностей, так и социума, сложившейся ситуации. По своей сути они определяют производственные отношения на данный период, отражают уровень их развития. Они способствуют, если соответствуют, или, наоборот, тормозят, когда неадекватны, развитию производительных сил. Как правило, они более инертны по сравнению с производительными силами, получившими за последние десятилетия стремительное развитие. Нарушение пропорции в их развитии приводило к революционным преобразованиям ликвидирующую возникшую диспропорцию. На это уходили десятилетия и столетия. Но уже в начале XXI века в



общественной жизни произошли существенные изменения. Изменились скорости и производительным силам все более тесно стало в рамках существующих отношений. Сложилась ситуация, описанная в Евангелие от Матфея « Не вливают ... вина молодого в мехи ветхие; а иначе прорываются мехи, и вино вытекает, и мехи пропадают; но вино молодое вливают в новые мехи, и сберегается то и другое». [4.гл. 9.]. Вот так и в отношениях во взаимодействии менеджмента организаций с факторами внешней среды. До определенного уровня развитие отношения между интересами менеджмента организации и внешними факторов сводились к тому, что менеджмент организации должен их просто учитывать и приспосабливаться к их требованиям, то есть, вести учет внешних условий, искать свою нишу, налаживать связи с окружающим миром. При этом принимать во внимание множество самых разнообразных факторов: экономических, политических, военных, этических, юридических, геополитических и других. Во взаимодействии с внешними переменными реализовывалась установка: «Организации должны быть в состоянии эффективно реагировать и приспосабливаться к изменениям внешнего окружения, чтобы обеспечить выживание и достижение поставленных целей» [3. с.137].

Однако, как представляется, изменения, происходящие в современном мире в виде процесса глобализации экономики, нарастания мощи и роли в мировых процессах транснациональных корпораций, темпы научно-технического прогресса, необходимость задействовать дополнительные резервы, обуславливают новые вызовы к менеджменту предприятий. Адекватно ответить на них можно лишь кардинально изменив стратегию отношений менеджмента организаций к внешней среде. Характер этих изменений выражается в переходе от стратегии «созерцания и приспособления» к стратегии «осмысливания и реформатирования», то есть переход от пассивной фазы к активной. По существу речь идет о переводе факторов внешней среды предприятия в факторы внутренние.

3. ПОТЕНЦИАЛ МЕНЕДЖМЕНТА

Как уже отмечалось выше, граница между внутренней и внешней средой достаточно прозрачна и условна. Она определена, во многом, уровнем изучения менеджмента предприятия, а уровень этот, прямо сказать, недостаточный. Не вдаваясь в обсуждение состояния исследования менеджмента (это является целью данной работы), отметим только, что, во-первых, наличие различных подходов и этому виду деятельности обладающих диаметральной направленностью. Приведу простой перечень таких взглядов на менеджмент: менеджмент как наука, менеджмент как практика, менеджмент как искусство, менеджмент как процесс, менеджмент как власть, менеджмент как аппарат управления и т.д. Во-вторых, много профессий видели и видят в менеджменте непосредственный объект своей деятельности. Это и инженеры, и психологи, и социологи, и математики с программистами, и военные. Список можно продолжить, но в этом нет необходимости. В-третьих, разнообразие моделей и теорий в менеджменте, предлагающие широкий спектр разнонаправленных решений: японская модель, американская модель, русская модель, теории «Х», «У», «Z», западный и восточный подход к управлению и т.д.



Таким образом, даже в рамках обозначенной проблемы, перечислить все разнообразие форм и видов менеджмента просто нереально. Однако, что интересно? Менеджмент их не отторгает как нечто неприемлемое, хотя ими предлагаются разные вектора. Все эти подходы, механизмы, приемы, инструментарии и прочее при определенных обстоятельствах приносят положительный результат. При своей внешней противоречивости они не опровергаются практикой хозяйствования и, в известных условиях, их эффективность не подвергается сомнению. Из вышеуказанного следует, что менеджмент как проявление управления, явно недостаточно изучен, несмотря на огромное количество самых разнообразных публикаций, наличия специальных институтов, многочисленных исследований. Менеджмент – это явление, обладающее огромным, назовем его синергетическим потенциалом, способным принести дополнительный эффект от правильного формирования системы задействованных элементов. Тем не менее, не следует забывать, что особенностью синергетического (системного) закона является верный подбор элементов, образующих систему, а, следовательно, надежду на получение синергетического эффекта. В случае ошибки эффект будет получен, но с отрицательным знаком.

Переформатирование внутренних и внешних переменных с целью создания возможности управления ими менеджментом организации возможно лишь в случае активной позиции менеджеров (имеется в виду менеджеров высшего звена). Форма такой активности может быть в создании объединений, союзов, корпораций, способных адекватно отвечать на воздействия внешней среды. Проблема в нахождении платформы для такого формирования. Избегая конкретных рекомендаций, можно предложить в качестве ведущего направления создания такого объединения на основе выявления основных противоречий, препятствующих этому процессу. Под основным противоречием понимаем противоречие, не допускающее никакого компромисса. Или «да», или «нет». Согласию здесь места нет. Все остальное можно отнести к разряду противоречий, допускающих взаимные уступки и нахождение консенсуса. Выявив таковое или таковые, мы, тем самым, определим границу, порог возможности сближения, а, следовательно, максимальный потенциал синергетического эффекта.

4. РОЛЬ РЕЛИГИИ В УКРЕПЛЕНИИ ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ

Однако формирование сильного, эффективного менеджмента еще недостаточно для успешного управления внешней средой организации. Как представляется, необходимо наличие системного, сбалансированного государственного управления, которое в состоянии создать благоприятные условия развития всех сфер и на всех уровнях. А именно: политическую стабильность в обществе, сведение до приемлемого размера уровня коррупции, принятие законов прямого действия, прозрачность принимаемых решений, социально-этическую ориентацию национальной идеи и т.д. По существу ничего нового, все это известно, но нуждается в доведении до практического воплощения. Задача, безусловно, сложная. Для ее реализации необходимо нейтрализовать то основное непримиримое противоречие, существующее в социуме. А таковым в обще-



стве является вера. История войн показывает, что самые кровопролитные конфликты за последнюю тысячу лет происходили на религиозной почве. Начало тому положили крестовые походы на иноверцев. Это было основной причиной, а сюда уже «подмешивались» проблемы власти, богатства и прочие, обеспечивающие этому процессу эффект синергии. Именно вера была идеологией войн, своего рода национальной идеей. Основные мировые религии, многочисленные ответвления от них и секты – вот, что разъединят людей, делает их нетерпимыми друг к другу.

Это обстоятельство подметили еще наши предки и не только обнаружили, но и успешно применяли в жизни. Так, Л.Н. Гумилев, характеризуя княжение на Руси Ивана Калиты в XIV писал, что «... в Москву подбор служивых людей осуществлялся исключительно по деловым качествам. ...принимали на службу и татар ..., и православных литовцев ..., и простых русских людей, все богатство которых заключалось в коне да сабле. ...Силой, связывающей всех «новонаходников», в Москве стала православная вера. Ведь обязательным условием поступления на московскую службу было добровольное крещение. Креститься было необходимо и для заключения брака» [2. с. 146]. Формирование образований на основе веры отмечалось и в нашей художественной литературе, которой также нет основания не доверять. Вот так описывает Н.В. Гоголь прием вновь прибывших на Запорожскую Сечь людей.

«Пришедший являлся только к кошевому, который обыкновенно говорил:

- Здравствуй! Что во Христа веруешь?
- Верую! – отвечал приходивший.
- И в троицу святую веруешь?
- Верую!
- И в церковь ходишь?
- Хожу!
- А ну, перекрестись!

Пришедший крестится.

- Ну, хорошо, – отвечал кошевой, – ступай же, в который сам знаешь, курень.

Этим оканчивалась вся церемония. И вся Сечь молилась в одной церкви и готова была защищать ее до последней капли крови, хотя и слышать не хотела о посте и воздержании» [1. с. 54-55].

Следовательно, если вера является мощнейшим фактором человеческих взаимоотношений, характеризующимся своей бескомпромиссностью, то возникает вопрос: как использовать ее мощь в созидательных целях, в целях укрепления государства и повышения благосостояния его населения? И не пора ли нам обратиться к урокам истории? Россия православная страна и объединяться она должна на одной православной вере. Она должна быть доминирующей на государственном уровне. Чиновники всех рангов обязаны быть православными. И это правило должно соблюдаться неукоснительно при приеме на работу. В школах должны быть только уроки православия. Все это необходимо закрепить законодательно и, естественно, соблюдать. Да, Россия страна, где исторически проживают народы разных вероисповеданий. И пусть себе живут, занимаются наукой, бизнесом, спортом – всем, к чему они имеют призвание, кроме



государственного управления. В этом нет никакой дискриминации. Чиновник это не призвание. Чиновниками не рождаются, как музыкантами, учеными, медиками, педагогами и т.д. Если кого-то такие правила не устраивают, ну что ж, можно переехать в другую страну, где правила иные.

5. ЗАКЛЮЧЕНИЕ

Таким образом, подводя итог всему вышеизложенному, можно сделать следующие выводы:

- эффективная деятельность любого предприятия во многом определяется уровнем управления внутренними и внешними переменными этого предприятия;
- существует принципиальное различие в управлении внутренней и внешней средой. Если на внутренние факторы менеджмент организации оказывает активное влияние, то под внешние условия он вынужден подстраиваться;
- резервом повышения эффективности управления является более активная позиция в отношении менеджмента предприятия к его внешней среде. Для этого необходимо, во-первых, использовать возможности системного подхода к самому менеджменту с целью получения синергетического эффекта, во-вторых, построить современное государство;
- сильное, независимое, современное государство должно строиться на монорегионной основе, в частности, Россия на православной вере. Россия – многонациональная страна, где проживают народы разных конфессий. Они могут заниматься любым видом деятельности, всем к чему есть призвание, кроме одного – государственного управления. Чиновники всех рангов должны быть православные.

БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] Гоголь Н.В. Тарас Бульба Собрание сочинений в шести томах. Том второй. Гос. Изд-во худ. Литературы, М., 1952.стр.54-55)
- [2] Гумилев Л.Н. От Руси к России: очерки этнической истории. Послесл. С.Б. Лаврова. М.: Экспрос, 1992. -336 с.
- [3] Мескон М.Х., Альберт М., Хедоури Ф. Основы менеджмента: Пер. с англ. – М.: «Дело», 1992. -702 с.
- [4] Новый Завет. От Матфея святое благовествование
- [5] Vučenović V., Marković A, Radosavljević M., Holistics as a technology of contemporary economics and management, V Международная научно-практическая конференция «Проблемы развития экономики и сферы сервиса в регионе», Сыктывкар, РФ, 2011, стр. 327.
- [6] Radosavljević, D., doktorski rad „Korporativni menadžment i korporativna društvena odgovornost u razvijenim zemljama i mogućnost primene u Srbiji“, Univerzitet BK, Fakultet za menadžment, decembar 2008.



MAIN DIRECTIONS OF IMPROVING THE COMPETITIVENESS OF POSTAL ORGANIZATIONS

Kuratova Lyubov

Federal state budgetary establishment of science Institute of Socio-Economic and Energy Problems of the North Komi Science Centre of the Russian Academy of Sciences, Ural Branch, senior engineer of laboratory of regional development, Syktyvkar, Russia, lyubov_kuratova@list.ru

***Summary:** This article represents the analyses of main directions of improving the competitiveness in the global postal sector. The features of the world's postal organizations, depending on the level of country income, are studied. The trends affecting the development of postal services around the world are identified. The way of reforming the world's postal organizations are analyzed.*

***Key words:** Global postal sector, globalization, liberalization, modernization, postal bank*

1. INTRODUCTION

The postal service is one of the main elements of the socio-economic infrastructure of the state, strengthening economic relations between the regions and sectors of the economy. Post offices in several countries are the only organization, where people can use postal, financial, information and communication services. Using the experience of scientific and technological development of the society, postal services invest in development and deployment ideas of updating the social sphere of life.

Nowadays the post offices all over the world enter into the period of the increasing competition in the markets of traditional post services, such as delivery of publications, payment of pensions, delivery of written correspondence and parcels. Therefore it is necessary to know what strategies are possible for increase the competitiveness of the postal organizations

2. GLOBAL POSTAL SECTOR

The level of development of postal services depends of people's and organizations' economic and social needs. Post offices provide access to universal postal services all around the world.



The worldwide postal sector operates 660 000 post offices, more than half of which are in Asia (555 million post offices or 71% of the total number). The lowest number of post offices are in Africa (23,9 thousand post offices or 3% of the total number). There are 5,5 million employees in the worldwide postal sector, 43% of which work in Asia, 38% - in European countries. The lowest percentage of postal workers is in Australia and Oceania (0,8% of the total number). In the world postal sector the income from letters accounts more than 50% of total income. Financial services account for about 25%.

The most important measure of high-quality service is its availability to people and organization, and especially this belongs to postal services. We divided all postal organizations (members of Universal Postal Union) into four groups according to the classification of the countries of the World Bank [1]. 57 countries of the total number of countries related to the Universal Postal Union are countries with high-income economies (12,276 dollars or more); 52 countries – with upper-middle-income economies (3976-12275 dollars); 54 countries – with lower-middle-income economies (1006-3975 dollars); 35 countries – with low-income economies (1005 dollars or less). The results of analyses for 31 countries from all analyzed countries are given in tables 1 and 2. The results of analyses for all postal organizations are shown in figure 1.

We can calculate the average territory served by one post office and the radius of territory served by one post office knowing the area of the country and the quantity of post offices in the country (table 1).

We decided to define the radius of territory served by one post office up to 5 km. as small radius, from 5 to 10 km. as middle radius and more than 10 km. as large radius. Groups of countries according to this classification are represented in table 2.

Table 1: The average territory served by one post office and the radius of territory served by one post office (in alphabetical order)

Groups	Country	Average territory served by one post office, km. ²	Radius of territory served by one post office, km.
high-income economies	Australia	1753,3	23,6
	Canada	1424,4	21,3
	China	47,50	3,8
	Finland	317,51	10,0
	France	32,3	3,2
	Germany	25,4	2,8
	Great Britain	20,5	2,5
	Italy	21,5	2,6
	Japan	15,41	2,21
	USA	312,9	9,9
upper-middle-income economies	Belarus	57,5	4,2
	Kazakhstan	729,6	15,2
	Lithuania	88,6	5,34
	Mexico	69,9	4,7
	Russia	410,3	11,4
	Venezuela	2714,4	29,4



3rd International Conference
 ”Law, Economy and Management in Modern Ambiance”

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

lower-middle-income economies	Guatemala	241,4	8,7
	Moldavia	29,6	3,1
	Nigeria	354,6	10,6
	Tonga	325,0	10,1
	Uzbekistan	149,8	6,9
low-income economies	Bangladesh	14,5	2,1
	Chad	30571,4	98,6
	Haiti	504,5	12,6
	Kyrgyzstan	217	8,3
	Madagascar	951,4	17,4
	Mali	15124,2	69,4
	Mozambique	6361,8	45,0
	Myanmar	492,0	12,5
	Rwanda	1386,2	21,0

Table 2: Groups of countries according to the radius of territory served by one post office

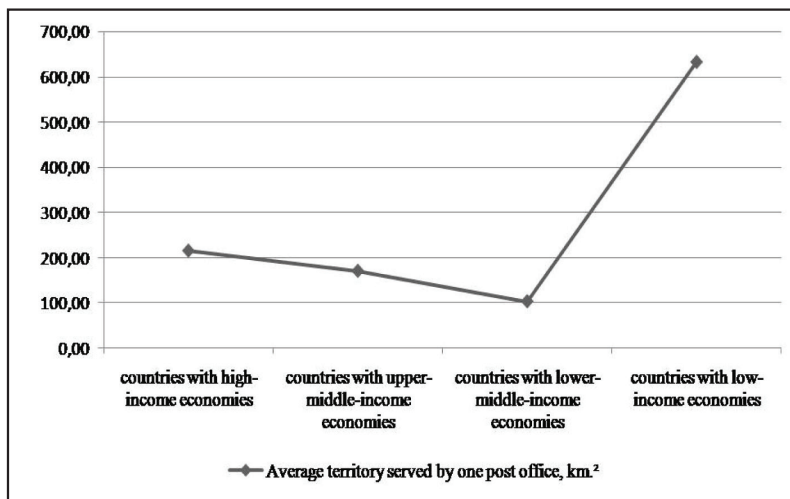
Radius of territory served by one post office, km.	Country	Groups
Up to 5 km.	Bangladesh, etc.	low-income economies
	Belarus, Mexico, etc.	upper-middle-income economies
	Moldavia, etc.	lower-middle-income economies
	China, France, Great Britain, Germany, Italy, Japan, etc.	high-income economies
From 5 to 10 km.	Kyrgyzstan, Tajikistan, etc.	low-income economies
	Lithuania, etc.	upper-middle-income economies
	Guatemala, Uzbekistan, etc.	lower-middle-income economies
	Finland, USA, etc.	high-income economies
More than 10 km.	Chad, Haiti, Madagascar, Mali, Mozambique, Myanmar, Rwanda, etc.	low-income economies
	Venezuela, Kazakhstan, Russia, etc.	upper-middle-income economies
	Nigeria, Tonga, etc.	lower-middle-income economies
	Australia, Canada, etc.	high-income economies

The territory served by one post office depends on the level of income of the country. The greatest territory served by one post office is in the countries with low-income economies (on



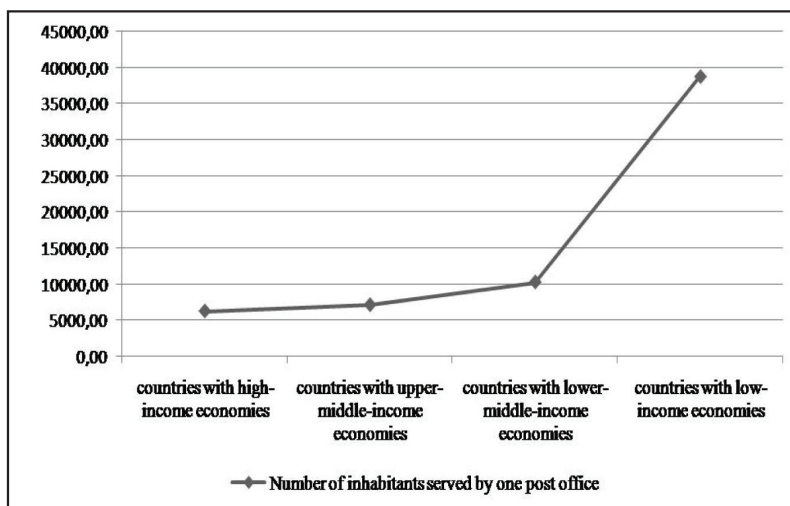
the average 633 km.2). In the countries with high-income economies this indicator is about 214 km.2 (figure 1).

Figure 1. Average territory served by one post office



The greatest average number of population, served by one post office is in the countries with low-income economies, the smallest - is in the countries with high-income economies on the average 6278 people (figure 2).

Figure 2. Number of inhabitants served by one post office





Post services of the countries with low-income economies and with middle-income economies are less effective than post services in the countries with high-income economies, for example, by average number of post items posted per inhabitant and average number of post items processed by one postal worker (table 3).

Table 3: Overall performance of post service on groups of the countries

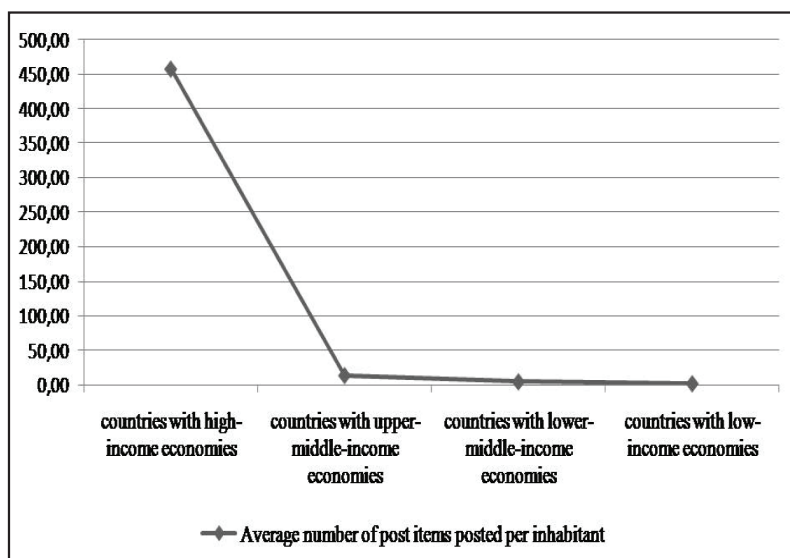
Country	Average number of post items posted by one post office	Average number of post items posted per inhabitant	Average number of post items processed by one postal worker	Number of inhabitants served by one post office
high-income economies				
Australia	1564235	323	203600	630
Canada	794828	164	97753	593
China	50871	7	12240	1610
Finland	1829789	366	67146	183
France	2936940	802	210045	262
Germany	2451475	418	67253	161
Great Britain	1655136	318	125598	394
Italy	596154	141	55749	395
Japan	983220	188	90192	478
USA	9488866	927	434699	469
lower-middle-income economies				
Guatemala	111164	3	48960	14040
Moldavia	35,1	10	7	0,6
Nigeria	13367	0,2	3564	16202
Tonga	61603	1,2	6160	5100
Uzbekistan	10	1,1	2,1	1,9
upper-middle-income economies				
Belarus	140985	54	16410	303
Kazakhstan	18313	4	3011	694
Lithuania	198803	43	21133	481
Mexico	35926	9	51539	5648
Russia	38749	11	3841	334
Venezuela	394262	4	19308	4233
low-income economies				



Bangladesh	3724	0,2	929	4207
Chad	9577654	34	1523718	44375
Haiti	54451	0,3	5367	18029
Kyrgyzstan	5168	0,8	1158	1338
Madagascar	6630	0,2	1818	9466
Mali	34938	0,2	7559	35636
Mozambique	59722	0,3	11758	35367
Myanmar	62893	1,7	18447	10676
Rwanda				
Tajikistan	1434	0,1	632	5457

Nowadays in the countries with low-income economies there are on the average only 1,3 post items posted per inhabitant, in the countries with middle-income economies – 13 post items whereas in the countries with high-income economies this indicator is for about 457 post items. (figure 3).

Figure 3. Average number of post items posted per inhabitant

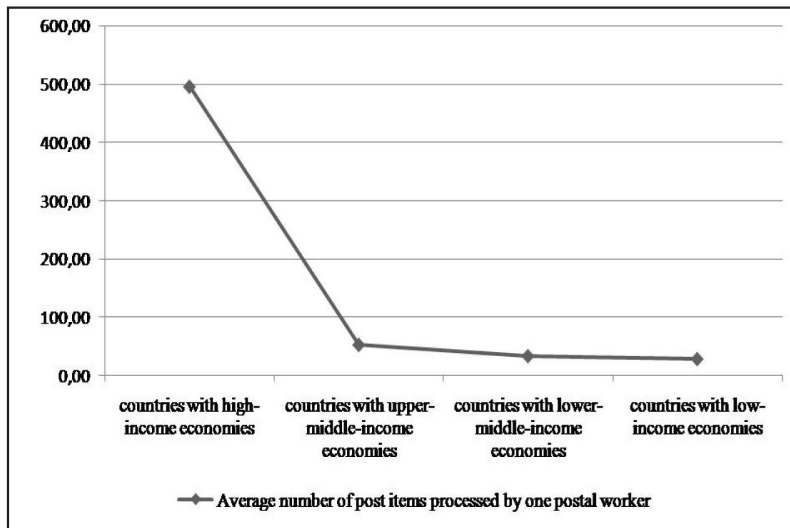


Comparing average number of post items posted per inhabitants with the number of delivery staff it is possible to say that in the countries with low-income economies 1 mail carrier delivers for about 28 post items every day. But in the countries with high-income economies this indicator is nearly 496 post items (figure 4). The main problem of this situation consists



on low overall performance of postal services in the countries with low-income economies, in connection with a poor development of post infrastructure (low level of automation of productions, multilevel structures of networks).

Figure 4. Average number of post items processed by one postal worker



3. INFLUENCE OF EXTERNAL TENDENCIES ON POSTAL SERVICE

We revealed the tendencies which have impact on the development of postal service all around the world (table 4).

Economic tendencies have the main impact:

- globalization - integration process (postal labor unions; consolidation of several state post organizations in one; an entry of the post organizations into the markets of other countries) and unification (uniformity of service standards). The consumer has a choice opportunity from a diverse range of services. But on the other hand the national post operator needs to be in competition with the multinational companies;
- liberalization – refers to a relaxation of previous government restrictions in post service areas (privatization, deregulation of postal service prices and salary control). Liberalization requires modernization of postal operators and their working methods. At present postal services are provided not only by state postal organizations, but also by the private organizations. Most of them are the organizations providing express services. Their number can reach up to 100 thousand units, like in China. On the one hand the liberalization of postal services forces them to increase the quality of services and their effectiveness, to work in commercial segments more active. But on the other hand it causes problems in development of the post organizations;



- competition – means the growth of number of the organizations, which provide services of delivering post items and printed media, and services related to electronic communications;
- the influence of world financial and economic crisis since 2008. Financial crisis contributed to a widespread of an electronic communication. In 2009 the UPU collected the data from 15 of the world's largest Posts, including the United States Postal Service, the biggest Post in the world, and private courier companies. Posts reported that their domestic letter-post volumes and revenues were down between 6 and 14% in the second quarter of 2009, compared to the same period last year. Such a decline has not been seen since the Great Depression of the 1930s [2].

Table 4. The tendencies affecting the development of the global postal sector

Tendencies	Subspecies	Influence on the postal sector
Economic	globalization	Demand for the delivery on a global scale; Expansion of the markets and influence zones; Strengthening the role of international business connections
	liberalization	Reducing restrictions on economic activity in the field of postal communication; Deregulation (full or partial)
	competition	The need to speed up processes and reduce costs; The increased demand for quality of services provided; The increasing complexity of supply chains and networks
	world financial and economic crisis	Strengthening the use of electronic means of communication g decrease in written correspondence;
Technological	mobile communication, Internet	Increase in demand for services in delivery of documents and goods (online trade); Formation of new services; Emergence of new methods of payment (electronic money, smart cards)
Social	urbanization	Demographic growth g increasing the number of potential clients
	migration	Strengthening of migration g growth of requirements for traditional postal services

Technological trends (mobile communication, Internet, etc.) also have influence on postal services. They replace the traditional postal services, such as letter-post items. On the other hand postal operators began to use information technology in their work more actively, for example, hybrid mail.



We can also mention social trends - urbanization (the concentration of population in large cities), migration, the growth of cities, strengthening and as a result the growth of requirement for postal services. However it doesn't guarantee growth of the income of the national post operator, in connection with above-mentioned factors.

4. MAIN DIRECTIONS OF IMPROVING THE COMPETITIVENESS

Let us see main directions in management of postal services, which help to improve their competitiveness.

1. Modernization of the state post operators. The status of the post organizations, their organizational structures and the list of provided services didn't differ significantly till 1990th. Now in postal sector work not only state, but also private and privatized post services. The joint-stock form was recognized as one of the most optimum structures for postal services in the changing market. In the postal industry there are government-owned postal services which provide services only in their own country (La Poste, Russian Post) and more efficient privatized postal organizations which have expanded beyond their borders (Deutsche Post, TNT Post).

Governments have, for the most part, run their postal services shockingly badly, siphoning off cash, holding back modernisation and undermining sensible business strategies by blocking moves to increase flexibility. In the 1990s the Royal Mail was a model modern post office. French and German postal executives used to visit and learn, and it profited from selling its know-how around the world. Today, starved of the investment in automation it so badly needed, the Royal Mail is 40% less efficient than its local competitors. Government-owned La Poste, too, lags in profitability and speed of delivery, though France's size and population density plays a part too. Private postal operators are, by and large, better positioned to cope with falling demand than state-owned operators are. Deutsche Post and the Netherlands' TNT Post, which have both been privatised, have diversified into parcels and express deliveries and are as efficient as postal services get. Belgian Post, in which CVC Capital Partners, a private-equity firm, took a large stake in 2006, has also sharpened up its performance [3].

2. Business segmentation – the post operator can change internal structure of business by allocating in separate structures social postal services which are subsidized with the state (delivery of letter-post items, printing editions, etc.), and all other services (commercial letter-post items, logistics, financial services). Business segmentation is carried out by postal operators all over the world. For example, Canadian Post has in the 4 divisions: Purolator Courier Ltd (express delivery), Innovapost TM (IT services), Progistix Solutions Inc. (logistics services), Intelcom Courier Canada Inc. (letter-post items delivery).

3. Creation of postal banks. The first postal bank appeared in Great Britain in 1861. Now more than a third of postal operators provide banking services. The size of the global retail banking market is an estimated 5.185 billion accounts. Out of these, almost a billion are held in postal financial institutions, tantamount to a 19.2 percent market share [4].

There are national postal banks (for example, Bulgarian Post Bank) and international postal banks (for example, Eesti Uhispank) in the world. The largest post banks in the world are: Post bank of Japan (clients store deposits and the signed contracts of life insurance for 1,6 trillion



dollars there), the German Postbank, La Banque Postale French, Post savings Bank of China, BancoPosta of Italy and Post bank of Israel. Japan Post owns the biggest bank in the world by deposits. During the crisis, postal banks in France, Switzerland and Italy benefited strongly as depositors sought a haven. At Swiss Post, the banking unit's profit margin is expected to increase from 10% in 2008 to 17% in 2009 [5].

We identified the main scheme of banking services of the postal organization (table 5).

Table 5. The main scheme of banking services of the postal organization

Organization that provides banking services	Guarantee of deposits	Legislation regulating the financial activities of the bank	Country
postal organization, without opportunity to give out the credits, to attract deposits	by the state	postal legislation	Russia
Postal organization, which received a limited banking license	by the state	banking legislation	France, Israel
bank, which is separated from the Postal Service as an independent organization	by the bank	banking legislation	Germany, Japan, China, Italy
banks, which contracts with the postal operator	by the bank	banking legislation	India, Russia

When bank contracts with the postal operator, there can be its cash office in post office, so the service is made directly by bank employees. Sometimes there are not the unit of the bank in the post office so services are provided by postal employees.

There is a tendency of separation of banks from the postal organizations. Experts of Boston Consulting Group identified four stages of development of financial services in the post:

- marginal costs - financial services are a secondary source of income, determined by marginal costs;
- growth - financial services are becoming one of the main elements of the product line and generate substantial revenue. At this time, the brand awareness increases, and profitability is based on a complete separation costs. This situation is typical for the UK Post Office;
- the main source of income - financial services are becoming the main source of income for the postal network; the separate unit of «Financial Services» is created. This situation is typical for the Italian postal bank;



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- separation - the relationship between the postal operator and provider of financial services is reduced, financial services are separated in an independent business. This stage has successfully passed the postal bank in Germany [6].

4. Globalization. Some postal operators provide services only in their own country (Russia, Estonia, Italy, Cyprus), others provide their services also in other countries. Particularly active in this regard are Deutsche Post and Post Denmark. Postal organizations also consolidate their structure or combine in various unions. For example, the Swedish and Danish postal services merged in 2009 in the postal industry's first-ever cross-border tie-up, spurred by uncertain future prospects and by competition from Norway Post, which had started doing business in Sweden. [7].

5. Modernization of operational infrastructure. For example, automation, which reduces labor costs. Nowadays Royal Mail, the only big western European postal service which is much less automated than its peers. Its workers order all their letters by hand before setting off on their delivery rounds, whereas more efficient operators, such as Deutsche Post and the Netherlands' TNT Post, sequence 85% of their letters by machine [8].

6. Introduction of the new services connected with IT technologies. The post organizations can use the development of Internet for their purposes, for example, providing services of Internet connection, electronic money, online payment, hybrid mail. For example in Italy nearly 25% of letters are hybrid mail. Another hope is to take advantage of the internet by delivering items ordered on eBay, Amazon and other websites.

7. Reducing operating costs - the traditional method of increasing the efficiency of the company. For example, in Canada, postal offices gradually transferred to part-time in the countryside. In Sweden postal services are rendered in stores and at gas stations.

5. CONCLUSION

So, nowadays the traditional model of management of postal services is not relevant due to the increasing competition. Internal structure of postal organizations and their activities must be reformed. It is possible to say that the postal industry is divided between slow-moving government-owned postal services which provide services only in their own country and more efficient privatized firms which have aggressively expanded beyond their borders. Private post operators are better positioned to cope with crisis than state-owned operators are.

BIBLIOGRAPHY:

- [1] The World bank. Available on Web site: <http://data.worldbank.org/about/country-classifications/country-and-lending-groups>
- [2] Faryal Mirza. Rheel LeBlanc: Postal leaders share business secrets. Union Postale (2009), No. 4, p.19. ISSN 0041-7009
- [3] Sort it out. Available on Web site: http://www.economist.com/opinion/displaystory.cfm?story_id=14744974



- [4. Jose Ansyn. Joelle Toledano: Killing two birds with one stone. Union Postale (2010), No. 2, p.19. ISSN 0041-7009
- [5] The dead letter. Available on Web site: http://www.economist.com/businessfinance/displaystory.cfm?story_id=14756838
- [6] Five facts about postal banks. Russian Post (2010), No 8, pp. 44-45.
- [7] The dead letter. Available on Web site: http://www.economist.com/businessfinance/displaystory.cfm?story_id=14756838
- [8] The dead letter. Available on Web site: http://www.economist.com/businessfinance/displaystory.cfm?story_id=14756838



SOCIAL DIMENSION OF THE SUSTAINABLE DEVELOPMENT CONCEPT

Kuzmanović Zoran¹, Anđelković Sonja¹, Mandić Sanja¹

¹ ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
zoran.kuzmanovic@fpss.edu.rs, sonja.andelkovic@fpss.edu.rs, sanja.mandic@fpss.edu.rs

Abstract: *The world today is faced with a common responsibility and the need to align its development with the needs of humans and nature, and with the awareness that the Earth must be preserved for the current and future generations of people. The obligation of the present generation is to leave to the future at least chances for development as much as it stems from a fundamental principle of moral justice, which is that all men are equally entitled to the broadest freedoms that do not violate the freedom of others. The present generation has the right to resources and a healthy environment, but must not compromise the same rights of future generations. Qualitative development of society should allow satisfying the needs of today needs without compromising the capabilities to meet the needs of future generations. The most serious warnings to the world public today come from biologists and meteorologists, who claim that the number of extinct animal and plant species in this century is particularly large, it is growing by geometric progression, and the observed climate changes of water are still not certain, but lead to steady worsening of the situation in some regions and the globe in general. There are certain individual and group reactions of the human community, as well as the Stockholm Declaration on the Human environment (1972), Brundtland report ("Our Common Future" - 1987) and the Rio declaration on environment and development (1992), Rio +20 (2012), and many others, but not the least insignificant for a man, as an individual in society in the future.*

Keywords: *sustainable development, strategy, ecology, economy*

1. INTRODUCTION

In 21st century, there are not local problems. All problems can easily become global, and every (not) doing may affect every individual on the planet, no matter where they are. Human civilization is facing major challenges associated with the use of energy. Resources of coal and oil are close to the limits of utilization and it is very important to find good and healthy alternative sources of energy as soon as possible.

The most commonly quoted definition of "sustainable development" is in the "Our Common Future" report, that was made at the request of the United Nations by WCED, World Commission on Environment and Development (the Brundtland Commission), in 1987.



This definition is:

"Sustainable development is the development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

This is an elegant and easy to understand definition that explains the concept of sustainable development in general, starting from the term itself, and without going into detailed explanations. According to another definition, sustainable development is a balance between resource consumption and the ability of natural systems to meet the needs of future generations.¹

A comprehensive definition of sustainable development is - Sustainable development is an integral economic, technological, social and cultural development, in line with the need to protect and improve the environment, which allows current and future generations to meet their needs and improve quality of life.

However, the precise meaning of the concept of sustainable development has been the subject of extensive debate. Some authors instead of the term "sustainable development" would rather talk about the concept of "sustainability" and the term "sustainable development" reserve only for specific development activities.

The term "sustainable development" is somewhat inadequate and inaccurate, or, at least, its significance is unknown. Thus, the question is how it is possible to "maintain" something that is subject to constant change - because "development" implies change, i.e. growth, stagnation or decline.

2. SUSTAINABLE DEVELOPMENT IN THE EYES OF EXPERTS

In essence, the sustainable development is the unity and incorporation of activities of society, environment and economy, Figure 1.

A survey was carried out in 2005, organized by 200 experts from UNDP, dealing with ecology, environmental protection and sustainable development. Responses, the results presented here refer to the question, "What are the most important environmental problems of 21st century." Experts, participants in the survey were asked to provide several answers.

Given the fact these are well-known scientists and experts familiar with these considerations, and thus daily engaged in the research and professional studies, it can be clearly seen that in the first place, as the most prominent problem is - The impact of climate change (with 50% of responses) then - water, whether it's a lack of water, pollution of water or spread of desert regions (with 30% of responses). Other answers with about 20% relate to all other issues, Figure 2.

Other problems mentioned were threat of bio-geo-chemical materials, the depletion of Earth's natural resources, industrial waste gases, natural disasters, genetic engineering, ocean pollution, excessive fishing, changes in ocean currents, sea level rise, etc.

¹ National Strategy on Economic Development of the Republic of Serbia for period 2006-2012 (2006), the Government of the Republic of Serbia, Republic Institute for Development



Figure 1: Sustainable Development

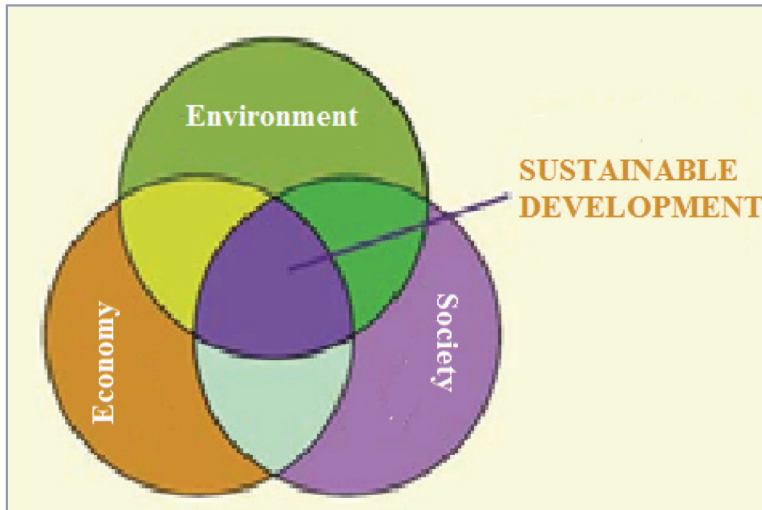
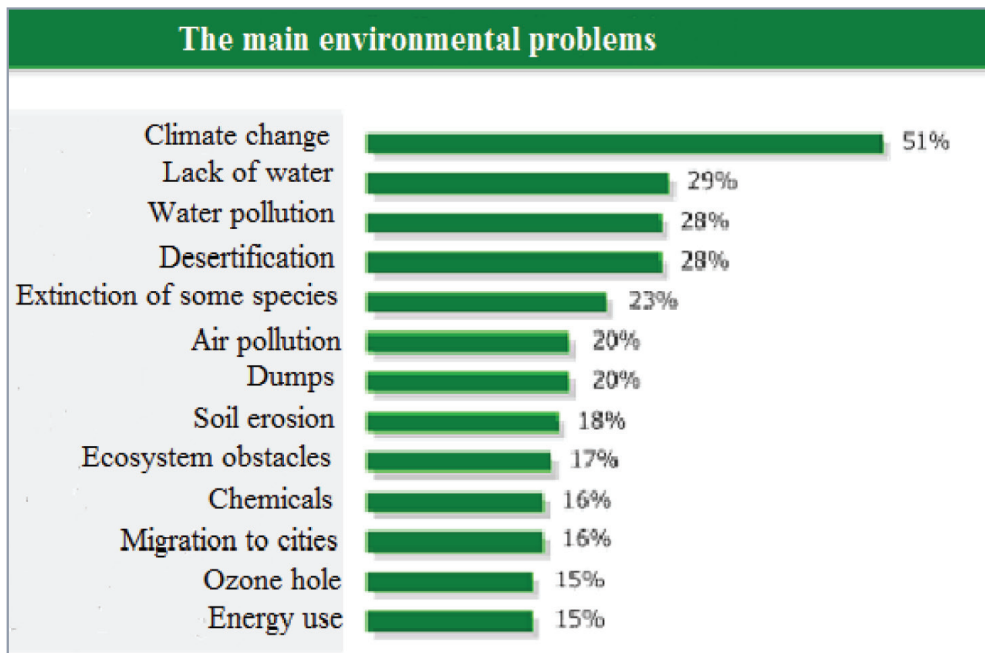


Figure 2: UNDP survey results²



Source: http://www.dadalos.org/nachhaltigkeit_bih/grundkurs_4.htm

² http://www.dadalos.org/nachhaltigkeit_bih/grundkurs_4.htm



3. ECONOMIC ASPECTS

It is important to note that the concept of "sustainable development" does not exclude or ignore the importance of economic growth as a process of increasing financial funds of the society. On the contrary, "sustainable development" always implies economic growth, but not any kind or at any price, but only the one who brings a new quality of life. This concept is based on the interaction of economy, technology, environment, and social policy in a way that for the first time gives priority to preventive and anticipative nature conservation (under the principle of preventing rather than cure) and long-term and inter generational approach, making a new development paradigm meaningfully. In this sense, the concept of "sustainable development" brings a new optimistic vision of global growth and development for all.

The main objective is that the amount of natural resources left for future generations. This means that development must be based on natural, but renewable resources. Very significant impacts have new technologies, which in its essence should have the idea of sustainable development with a maximum share of alternative energy sources.

The authors Common and Perrings (1992) considered sustainable if the ecosystem is capable of balancing. It follows that any behavior that reduces the equilibrium of the system is considered unsustainable. In fact, only after the disorder we can safely conclude that the ecosystem behaves, i.e. whether it is "viable" or not. The most that can be given before the disorder are more or less accurate predictions³.

This means that future generations receive the same amount of natural capital, but it can be changed. However, what cannot be replaced should be protected.

Since the seventies of the last century, the advent of "Entropy Law and the Economic Process" by Nicholas Georgescu-Roegen dealing with issues of resource depletion and possible limits to growth, attention is drawn to a much wider circle of the world, political science and public to the problems of global warming. Thus, the concept of sustainability is found in the top priorities of international political action.

In Stockholm, 1972, at the UN Conference on Environment, the establishment of the United Nations for the Environment, UNEP was initiated, and then follows the establishment of the National Environment Agency in a number of countries. Coordinated action of national and international bodies in 1980, the global program of action for the promotion of sustainable development was proclaimed, so-called The World Conservation Strategy, by the International Union for Conservation of Nature. Recognizing the potential threat of climate changes, the World Meteorological Organization WMO Program and United Nations Environment Program, UNEP, in 1988 established the Intergovernmental Panel on Climate Change, IPCC, which, with its three working groups, aims to collect all relevant scientific, technical and socio-economic information related to anthropogenic climate changes.

During the nineties, the number of organizations aimed at promoting sustainable development significantly expanded, the most important are:

- The Organization for Economic Co-operation and Development, OECD
- World Bank, WB

³ Mick Common, Charles Perrings, Towards an ecological economics of sustainability Journal: Ecological Economics - ECOLECON, vol. 6



All these events are telling us that sustainable development is accepted as a prerequisite for the survival and prosperity of humanity. Economic activity must be sustainable in the future because the generations that come after us will have less chance of survival as well as growth. However, although the concept of sustainability is a condition of existence, many countries do not want to reduce emissions. For them, the most important is the economic development, no matter how much damage is making to the environment.⁴

4. SUSTAINABLE DEVELOPMENT AND SUSTAINABILITY

With the aim of preserving the environment and improving living conditions, according to the parameters of the above-mentioned facts, 2005 and 2007 (Amendment), the Government of the Republic of Serbia adopted the Strategy for Sustainable Development.

National Strategy for Sustainable Development defines sustainable development as a goal oriented, long-term, ongoing, comprehensive and synergetic process that affects all aspects of life (economic, social, environmental and institutional) at all levels.

The aim of this strategy is to balance three key factors, i.e. three pillars of sustainable development (shown in Figure 1):

- Environment,
- Economics, and
- Society

This national strategy consists of eight parts:

1. Methodology of the strategy
2. Strategic commitment to sustainable development includes a vision of development, national priorities
3. Economic parameters (economic policy of transitional flows, sustainable production)
4. Socio-economic conditions and prospects
5. Environmental protection and conservation of natural resources in the Republic of Serbia
6. Institutional framework and mechanisms for the implementation of the Strategy
7. Sources of funding strategies
8. Monitoring the implementation of the strategy

Figure 4 shows the functional relationships of elements that include the basics of the Sustainable development strategy of the Republic of Serbia⁵.

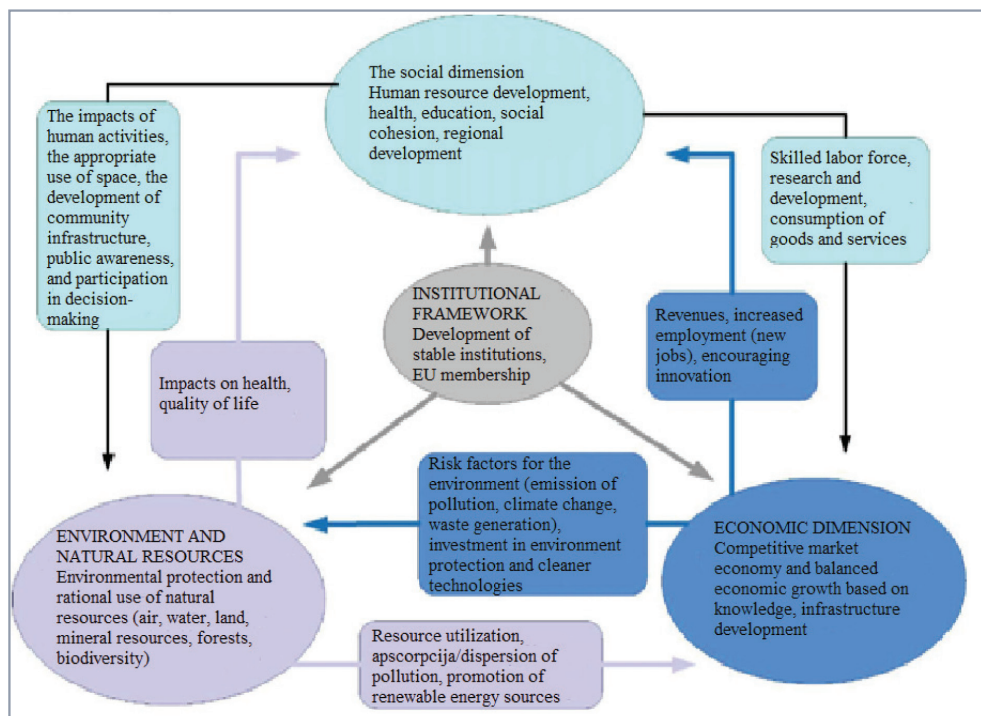
Integrating corporate governance and sustainable development is an issue of increasing importance in the business world, in the midst of heightened expectations about social and environmental responsibility. In response in order to improve the process of gathering ideas of shareholders and setting the vision and strategy at the corporate level for sustainable development.

⁴ Pajić S., Reko K., Mikić S., Ekonomski uticaj na životnu sredinu, Međunarodna naučna konferencija "Ekološki izazovi kao factor privrednog razvoja", Beograd, Srbija, 2011, p.105

⁵ National Strategy for Sustainable Development, „Official Gazette of the RS”, no. 55/05, 71/05-correction, and 101/07



Figure 3: Functional relationship of the Sustainable Development Strategy elements
 Example (Samsung Company)



A large number of experts noted the conflict in the concept of sustainable development. On the one hand, there is a desire to remain within the carrying capacity of natural ecosystems, and on the other the desire for growth and development. The question is whether the ambitious goal of sustainable development can be achieved in the real world with real constraints that the environment places. Maybe it's better to set less ambitious goals, and instead of "sustainability" to begin to strive to "survival" and the creation of conditions to survive (development that does not jeopardize the survival of the human).

If world GDP grows by 3% per year, within a century, the world economy will be almost 20 times higher than today. The human species is already occupied more than half of the available water supply, and most of the exploits of fertile arable land. We are emitting more polluting with the "greenhouse effect" and waste. We are in danger to go critical upper limit, which would cause dramatic and irreversible effects on ecosystems. Simply put, if the current trends of economic growth continue, it threatens to impoverish the future generations. To move to a sustainable development path, we need to find ways in which we increased revenues while preserving the natural systems of which we live. This means that fundamental changes are needed in our societies and economies, methods of production and consumption. It requires changes in all sectors - in the environment sector, energy, agriculture, fisheries, transporta-



tion, construction, etc. In addition, it requires global action because poor management in one country can have consequences far beyond its borders.

Figure 4: The main approaches to sustainability⁶



Source: <http://www.samsung.com/rs/aboutsamsung/citizenship/oursustainabilityreports.html>

The road to sustainable development requires a high level of political commitment, cooperation between ministries, seeing long term and opens the process to all interested parties, but the unavoidable high degree of human consciousness on the environment. In line with strategy by the NGO Sustainable Development in the period 18 - 24 April 2011, a public action "Izdrzi i Odrzi" was organized.⁷

This event highlighted some observations, which I present in the section that follows.

The average Serbian citizen consumes up to 40% more energy than the average European. Whether it comes to negligence, ignorance, or something else? Research and projections show that in 2030 we will need "two planets," if we use natural resources as before. In Serbia, the most often excuse is that government or big companies have to worry about ecology.

In the final actions of this event, some specific research and interviewing have been made. After the "Izdrzi i Odrzi," the participants in the action and people are giving answers to some questions to evaluate this part of the project. Statistical trends of interest were as follows:

The most serious was a discussion on the topic of energy and the lightest discussion took place on the day in nature. The most interesting topic was water, but the least they were interested in

⁶ <http://www.samsung.com/rs/aboutsamsung/citizenship/oursustainabilityreports.html>

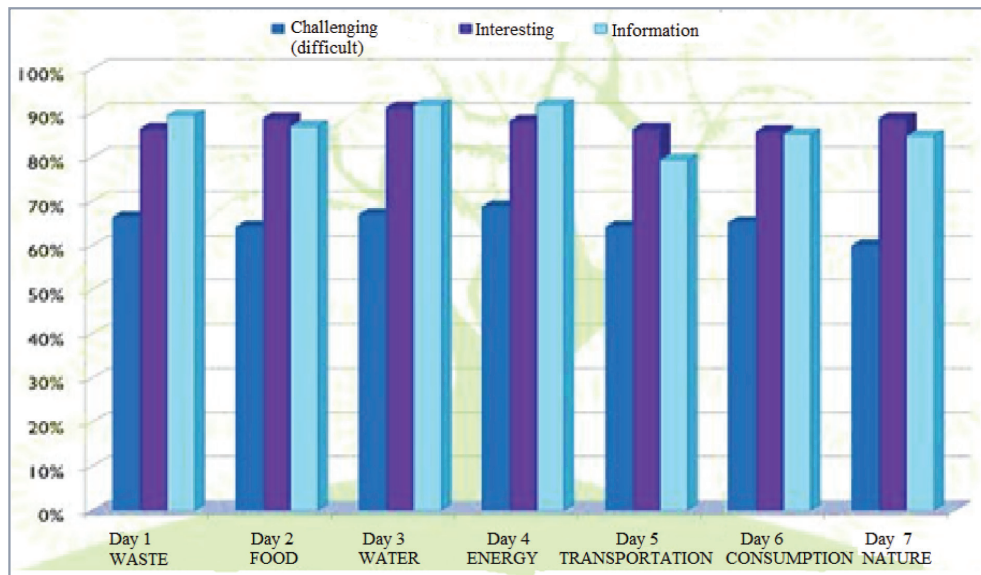
⁷ <http://odrziivirazvoj.org/izdrzi-i-odrzi/>



consumption. According to the statements of the participants, mostly they have learned about water and energy, and a minimum of consumption.

About how topics for discussion during this event have been accepted, the answers are given in Figure 4.

Figure 5. Reviews of some interesting topics for discussion or education



Source: <http://odrzivirazvoj.org/izdrzi-i-odrzi/>

Answers, comments from participants to assess the likelihood to apply sustainable habits in the next month were also requested. Participants were assessed to extinguish the lights in rooms that are not used (on average 96% probability), and least likely is to try to borrow things instead of buying new (62% probability)⁸.

As for future plans and steps, most participants said they will influence others to behave so they are behaving sustainable and look for more information on the environmental issues that particularly interest them (on average 84% probability), while the lowest probability is that they will initiate an environmental or similar action (52% probability).

5. RESUME

Sustainable development means development and harmonization of the various aspects and conflicting motives contained in the programs of individual sectors. For the expedient resolution of such conflicts, a political will and commitment are needed. Key assumptions are necessary for the adoption and implementation of sustainable development of economy and

⁸ <http://odrzivirazvoj.org/izdrzi-i-odrzi/>



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

society, and for its successful realization are appropriate leadership, a broad political, social and media support, and social approval provided that it is necessary to accept the concept.

Source: <http://odrzivirazvoj.org/izdrzi-i-odrzi/>

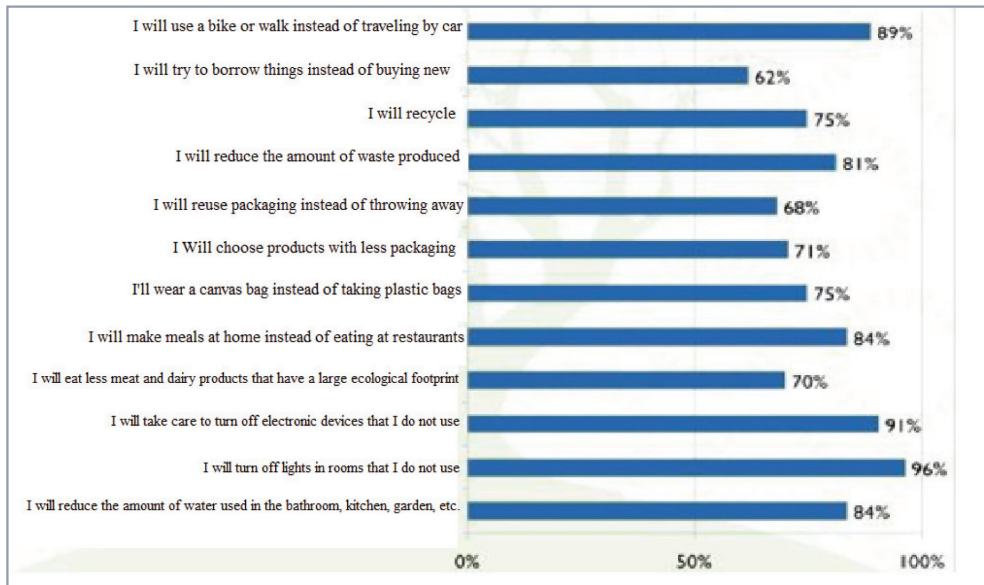


Figure 6: Likelihood estimates of sustainable use habits

A characteristic of sustainable development is a greater public participation in decision-making about solving environmental problems. The Government of the Republic of Serbia adopted the Strategy for Sustainable Development. Today, it is not binding, but for the people of Serbia is primarily advisory and does not rule out that someday will becomes a part of a regulation or even an act. It is not enough that only the government declared it chooses, but must specifically encourage the public, especially timely inform and train to objectively could affect the outcome of solving the problem for which it is interested.



BIBLIOGRAPHY:

- [1] Nacionalna strategija privrednog razvoja Republike Srbije od 2006. do 2012. godine (2006) , Vlada RS, Republički zavod za razvoj
- [2] http://www.dadalos.org/nachhaltigkeit_bih/grundkurs_4.htm
- [3] Mick Common, Charles Perrings, Towards an ecological economics of sustainability
Journal: Ecological Economics - ECOLECON , Vol. 6
- [4] Pajić S., Reko K., Mikić S., Ekonomski uticaj na životnu sredinu, Međunarodna naučna konferencija "Ekološki izazovi kao factor privrednog razvoja", Beograd, Srbija, 2011, str.105.
- [5] Nacionalna strategija održivog razvoja, „Službeni glasnik. rs”, br. 55/05, 71/05-ispravka i 101/07
- [6] <http://odrzivirazvoj.org/izdrzi-i-odrzi/>



УПРАВЛЕНИЕ КОНФЛИКТАМИ

Марина С. Кутас

Университет экономики и права «КРОК», г. Киев, Украина, mareint@gmail.com

Аннотация: В статье анализируются причины возникновения конфликтов в проектной команде, а также предлагаются техники управления конфликтами для эффективного исправления ситуации руководителем проекта.

Ключевые слова: руководитель проектов, техники управления конфликтами, проектная команда.

1. ВВЕДЕНИЕ

Перед руководителем проекта первой стоит задача наладить атмосферу взаимодействия членов проектной команды таким образом, чтобы минимизировать шанс возникновения межличностных конфликтов, которые могут препятствовать своевременному завершению проекта, а, в случае возникновения конфликтной ситуации, найти быстрый и эффективный способ решения. Зачастую, составляя план работы над проектом, вопрос налаживания и сохранения благоприятного психологического климата в коллективе занимает одну из последних позиций, если не отсутствует вообще. Но главным ресурсом в сфере управления проектами являются кадры, а поэтому именно работе с персоналом следует уделять особое внимание.

В силу разноплановой деятельности членов проектной команды последняя создается из представителей различных профессий. Специалисты всевозможных областей объединяются с целью достигнуть успешного завершения проекта и получить вознаграждение за проделанную работу. Но мало кто пытается наладить межличностные контакты и поддерживать доброжелательную обстановку внутри «временно сплоченного коллектива». На стыке отличных друг от друга характеров созревают споры и дискуссии, которые вызывают далеко не одинаковую реакцию у своих участников. Хуже обстоит дело тогда, когда между собой не ладят личности с похожим темпераментом. Руководитель проекта, прежде всего, должен иметь все необходимые навыки для предотвращения конфликта или кризиса, или же, в случае неизбежного возникновения этих явлений, уметь найти решение, адекватное возникшей ситуации.



2. УПРАВЛЕНИЕ КОНФЛИКТАМИ

Для осмысления проблематики большое значение имеют труды, которые освещают теоретический подход к конфликту как столкновению противоположно направленных тенденций (С.Д. Максименко, М.Н. Корнев, Г.В. Ложкин, М.И. Пирен, Н.И. Повякель и другие), методологию и научный аппарат исследования проблемы конфликта в психологии (А.Я. Анцупов, Ф.М. Бородин, Н.В. Гришина, Л.Н. Карамушка, Н.М. Коряк, Г.В. Ложкин, Б.И. Хасан, А.И. Шипилов и другие). Существенное значение для развития конфликтологических знаний имеют данные о личности в конфликте (М.И. Пирен, Т.М. Титаренко, Е.А. Донченко), работы по исследованию конфликтов в различных видах деятельности человека и областях отношений (Т.М. Афанасьева, А.В. Дмитриев, Д.П. Кайданов, С.Г. Шуман).

Существует множество определений понятия «конфликт». Согласно А.В. Дмитриеву, конфликт – это проявление объективных или субъективных противоречий, выражающееся в противоборстве сторон. Иными словами, конфликт – это процесс, в котором два (или более) индивида или группы активно ищут возможность помешать друг другу достичь определенной цели, предотвратить удовлетворение интересов соперника или изменить его взгляды и социальные позиции [1].

Зачастую конфликт расценивают как нежелательное явление, которое препятствует нормально функционирующему процессу. Согласно многим исследованиям, на разрешение конфликтов уходит приблизительно 15 % рабочего времени [1].

По мнению Л.Козера, конфликт внутри группы может способствовать ее сплочению или восстановлению единства. Поэтому внутренние социальные конфликты, затрагивающие только не противоречащие принятым основам внутригрупповых отношений цели, ценности и интересы, как правило, носят функционально-позитивный характер [2]. Хотя пользу как таковую конфликты приносят лишь в конкретных случаях.

А.В. Дмитриев предлагает следующий перечень конструктивных функций межличностных конфликтов:

способствование мобилизации усилий группы и индивида по преодолению возникающих в ходе совместной деятельности критических ситуаций;
расширение сферы познания личности или группы, активное усвоение социального опыта, динамичный обмен ценностями, эталонами;
формирование антиконформистского поведения и мышления личности;
укрепление групповой сплоченности в результате разрешения конфликта [1].

Л.И. Лукичева среди причин возникновения конфликтов выделяет:

- ограниченность ресурсов, подлежащих распределению;
- различие в целях, ценностях, методах поведения, уровнях квалификации, образования;
- взаимосвязь заданий, неправильное распределение ответственности;
- плохие коммуникации [3].

Можно классифицировать типы конфликтов с точки зрения причин конфликтной ситуации:



- конфликт целей (когда стороны по-разному видят желаемое состояние объекта в будущем);
- конфликт во взглядах, идеях;
- эмоциональный конфликт (различие чувств и эмоций, лежащих в основе отношения личностей друг к другу) [3].

Ф.М. Бородин и Н.М. Коряк подразделяют конфликты на две большие группы, два класса: антагонистические и компромиссные конфликты. Способы разрешения конфликтов первого класса обусловлены или обязательным разрушением структур всех конфликтующих сторон, кроме одной, или, по меньшей мере, полным отказом всех конфликтующих сторон, кроме одной, от стремления достичь своих целей. Эта одна сторона и выигрывает конфликт. Главной характеристикой такого способа разрешения конфликтов является отсутствие компромиссного исхода, при котором конфликтующие стороны либо примиряются с частичным удовлетворением своих интересов, либо как-то согласуют свои цели, либо полностью отказываются от конфликтного взаимодействия [4]. Не смотря на то, что при возникновении компромиссного конфликта продвижение одной из конфликтующих сторон к своей цели препятствует продвижению остальных, существует мера продвижения, мера удовлетворения потребностей. Сама цель формулируется в терминах этой меры. В данном случае можно говорить о противоречивости целей как главном, необходимом признаке конфликта [4].

Л.И. Лукичева предлагает несколько эффективных методов управления конфликтной ситуацией, которые разделяет на две категории: структурные и межличностные. Структурные методы включают:

- разъяснение требований к работе – разъяснение того, какие результаты ожидаются от каждого сотрудника, акцентируя внимание именно на уровне результатов, который должен быть достигнут. Руководитель разъясняет, кто предоставляет и кто получает различную информацию, систему полномочий ответственности, а также четко определяет политику, процедуры и правила для того, чтобы подчиненные хорошо поняли, чего от них ждут в каждой ситуации;
- координационные и интеграционные механизмы, один из самых распространенных среди которых – цепь команд. В случае каких-либо разногласий между двумя или более подчиненными, конфликта можно избежать, обратившись к общему начальнику за правильным решением. Принцип единоначалия облегчает использование иерархии для управления конфликтной ситуацией;
- общеорганизационные комплексные цели, суть которых состоит в том, что эффективное осуществление каких-либо целей требует совместных усилий двух или более сотрудников или групп;
- структуру системы вознаграждений, которая предполагает, что люди, делающие вклад в достижение общеорганизационных комплексных целей, помогают другим группам организации и стараются подойти к решению проблемы комплексно, должны вознаграждаться благодарностью, премией, признанием или повышением по службе [3].



В практике для выхода из межличностного конфликта зачастую используется матрица, которая строится с учетом ориентации на «интерес к себе» и «интерес к другим». В каждом случае с помощью этой матрицы измеряется интерес по оси абсцисс или ординат. При разрешении таких конфликтов обычно руководствуются такими стилями:

- разрешение конфликта силой – для этого стиля свойственна большая личная вовлеченность и заинтересованность в устранении конфликта, но при этом не учитывается позиция другой стороны; преобладает принцип «интерес к себе»;
- уход от конфликта – этот стиль связан с отсутствием желания участвовать в его разрешении или с отсутствием настойчивости. Главное – быть в стороне, соблюдать нейтралитет. Такая позиция свидетельствует либо о решении дать конфликту развиваться, либо о неприятии напряженности и беспорядка. В любом случае, проигрывают обе стороны;
- разрешение конфликта посредством сотрудничества – такой стиль обычно связан с высокой степенью личной вовлеченности в конфликт или особым желанием объединить все усилия с другими для разрешения межличностного конфликта. При таком подходе выигрывает каждая сторона;
- разрешение конфликта путем компромисса – подобный стиль предполагает учет интересов обеих сторон и реализуется через переговоры, в ходе которых каждая сторона идет на определенные уступки. При этом отсутствует как взаимная удовлетворенность, так и неудовлетворенность;
- вхождение в положение другой стороны – такой стиль обычно означает желание кооперироваться с другими, но при этом не вносить в эту кооперацию своего сильного интереса [3].

Фундаментальная идея современного подхода к управлению конфликтами в разных формулировках сводится к тому, что конфликт может быть управляем, причем управляем таким образом, что его исход будет иметь конструктивный характер [5]. Главной задачей руководителя проекта, таким образом, является овладение навыками управления конфликтом, к которым конфликтологи в основном относят коммуникативные навыки и навыки принятия решений – конструктивные приемы и техники активного слушания, ведения диалога, способность к различению позиционных требований и базовых интересов, видение перспективы. Эффективная коммуникация – это и есть решающий инструмент конструктивного управления конфликтами [5].

Принимая за основу идеи М.П. Фоллет, Н.В. Гришина останавливается на трех главных способах урегулирования конфликтных ситуаций:

доминирование как победа одной стороны над другой, однако преимущества относительной простоты этого способа элиминируются его неэффективностью с точки зрения дальней перспективы;

компромисс, который означает уступки с обеих сторон и который потому для них обеих нежелателен;

интеграция, когда находится такое решение, при котором выполняются оба желания и ни одна из сторон ничем при этом не жертвует. В основе интеграции лежат соответствующие действия заинтересованных сторон: ясное и открытое выявление всех



различий, вычленение наиболее существенных противоречий, уяснение использованных обеими сторонами понятий. Однако урегулирование конфликтов интегративным путем зачастую осложняется трудными поисками этих новых решений, требующих острого восприятия и изобретательности ума, распространенной потребностью в непременном одержании победы, подменой конструктивных предложений бесплодным обсуждением, наконец, просто отсутствием подобного опыта [5].

Рубин, автор многочисленных работ по проблемам конфликтов и переговоров, предлагает различать следующие возможные способы урегулирования конфликтов: доминирование, когда одна сторона пытается навязать другой свою волю физическими или психологическими средствами; капитуляция – одна сторона безоговорочно уступает победу другой; уход – одна сторона отказывается продолжать участвовать в конфликте; переговоры – стороны конфликта (две или более) используют обмен предложениями и идеями, чтобы найти взаимно приемлемое соглашение; вмешательство третьей стороны – индивида или группы, не имеющих прямого отношения к конфликту, но предпринимающих усилия, направленные на продвижение к соглашению [5].

Дарендорф сводит все формы преодоления конфликта к трем основным возможностям: подавление и «отмена» конфликта как «любая попытка в корне ликвидировать противоречия» (и то и другое оценивается автором как неэффективные способы), а также «регулирование конфликтов», которое фактически и является подлинно эффективной формой работы с конфликтами. Дарендорф предлагает такую последовательность в применении различных форм урегулирования конфликтов:

1. Переговоры. Предполагают создание специального органа, где регулярно встречаются конфликтующие стороны для обсуждения острых вопросов и принятия решений. Если эти переговоры оказываются безрезультатными, рекомендуется привлечение «третьей стороны», т. е. не участвующих в конфликте лиц или инстанций.
2. Посредничество как наиболее мягкая форма участия третьей стороны. Оно предполагает согласие сторон на периодическое сотрудничество с посредником и рассмотрение его предложений. По мнению Дарендорфа, несмотря на кажущуюся необязательность этого образа действий, посредничество часто оказывается весьма эффективным инструментом регулирования конфликтов.
3. Арбитраж является следующим шагом в разрешении конфликтов. Его особенностью является то, что либо обращение к третьей стороне, либо, в случае такого обращения, исполнение ее решений считается обязательным.
4. Обязательный арбитраж делает обязательным как обращение к третьей стороне, так и принятие ее решений. Это приближает данную меру к фактическому подавлению конфликта [5].

Конфликт в проекте может вовлечь не только руководителя проекта, но и членов проектной команды, клиентов или заказчиков, внутренние заинтересованные стороны (подрядчики, штатной или обслуживающий персонал, функциональные руководители или старшие управляющие) или внешние заинтересованные стороны (общественность, масс-медиа, сотрудники регулятивных, финансовых, политических или



технологических сфер). Среди причин возникновения конфликта самыми распространенными являются несовместимые цели, структурные отношения, ограниченные ресурсы, проблемы с коммуникацией и индивидуальные различия [6].

Не смотря на то, что конфликты случаются очень часто в повседневной жизни, проектная деятельность является очень привлекательной для генерирования конфликтных ситуаций. Жизненный цикл проекта, как правило, связан с рядом неотъемлемых деталей, которые могут стать источником конфликтной ситуации в силу сложившихся обстоятельств:

- план проекта (неясность поставленной задачи, недостаточное количество информации);
- приоритеты (несовместимость целей и разногласия по поводу неопределенного периода времени);
- трудовые ресурсы, персонал (распределение и назначение на должность);
- технические вопросы (поиск компромисса и альтернатив выполнения заданий);
- административные вопросы (способы управления проектом, неясность с распределением ролей, распределение полномочий и сферы ответственности, подотчетность);
- субъекты деятельности (межличностные разногласия);
- денежные вопросы [6].

Принимая во внимание тот факт, что в процессе осуществления того или иного проекта рано или поздно конфликт все же возникает, руководителю проекта необходимо овладеть техниками управления конфликтами, среди которых выделяют: поощрение уместного уровня конфликта, изменение организационных структур, использование различных межличностных стилей и выбор нужного подхода к решению конфликтов [6].

Поощрение конфликта приемлемо лишь в отдельных случаях. Руководитель проекта вправе приостановить запуск проекта на начальной стадии в случае возникновения конфликта, если он видит, что план проекта не разработан до деталей, а приоритеты не поставлены четко. Конфликтующие стороны в такой ситуации помогут разработать близкий к идеалу план, предлагая множество идей. К тому же, это поспособствует минимизации количества возможных конфликтных ситуаций на протяжении выполнения проекта в целом. Разрешить подобного рода конфликт можно путем приглашения в команду новых сотрудников, которые не только помогут членам проектной команды сгенерировать новые идеи, но и преподнесут свежий взгляд на проект. Реструктуризация налаженной организации в соответствии с создавшимися условиями может спровоцировать неясность, а может и мотивировать сотрудников к испытанию инновационных и творческих подходов к выполнению поставленной задачи.

Пытаясь уладить структурный конфликт, возникший в результате выросшего между структурными подразделениями недовольства выполнением обязанностей, руководитель проекта должен привлечь все стороны, которые прямо или косвенно связаны с выполнением текущего задания, с целью предоставить им необходимую информацию и наладить командную работу во избежание непониманий в связи с выполнением об-



щего дела. В матричных организационных структурах, где функциональные руководители могут злоупотреблять своими полномочиями по отношению к сотрудникам, которые на определенный срок были избраны в подчинение руководителю проекта, четкое разграничение полномочий поможет избежать конфликта между функциональным руководителем и руководителем проекта. Кроме того, руководителю проекта не следует оставлять без внимания распределение ресурсов и пространства, выбранного для осуществления деятельности.

Самым лучшим подходом к решению межличностных конфликтов является такой, который минимизирует препятствия на пути к достижению главной цели и в то же время помогает создать сплоченную и эффективную команду. Например, Р. Блейк и Д. Мутон предлагают следующие техники, которые помогут разобраться с конфликтной ситуацией:

- уклонение;
- сглаживание;
- применение силы;
- поиск компромисса;
- ведение переговоров (сотрудничество – встреча лицом к лицу с проблемой – решение проблемы) [6].

3. ЗАКЛЮЧЕНИЕ

Изучив проблему конфликта и его роль в проектной деятельности, мы пришли к выводу, что такие техники, как поиск компромисса, посредничество или арбитраж очень часто используются для разрешения споров в трудовых коллективах. Но такие техники имеют ряд недостатков: поиск компромиссного решения, к примеру, заканчивается тем, что ни одна сторона не получает конкретно то, за что боролась; арбитраж навязывает решение, которое зачастую не вызывает восторга ни у одной из сторон. Поэтому, наилучшим способом разрешения конфликтной ситуации, которая возникла во время выполнения проекта, остается ведение переговоров с целью разобрать проблемную ситуацию и найти оптимальное и подходящее для всех решение. Руководитель проектов должен досконально владеть техникой ведения переговоров, что поможет быстро и эффективно разрешить конфликт и направить трудовые ресурсы в нужное русло.

БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] Дмитриев А.В. Конфликтология: Учебное пособие. – М.: Гардарики, 2000. – с. 54-63. ISBN: 5-8297-0044-1.
- [2] Coser L.A. The Function of Social Conflict. Sociological Theory. L., 1964, 192 p. ISBN: 978-0-02906-810-6.
- [3] Лукичева Л.И. Управление организацией: учеб. пособие по специальности «Менеджмент организации»; под ред. Ю.П. Анискина. – 3-е изд., стер. – М.:

**3rd International Conference
"Law, Economy and Management in Modern Ambiance"**

.....
LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia



Омега-Л, 2006. – с.256-261: ил., табл. – (Высшая школа менеджмента). ISBN: 5-98119-986-5.

- [4] Бородин Ф.М. Внимание: конфликт! / Авт. предисл. Ю.А. Шерковин / Ф.М. Бородин, Н.М. Коряк. – 2-е изд., перераб. и доп. – Новосибирск: Наука. Сиб. отд-ние, 1989. – с.141-143. ISBN: 5-02-029097-1.
- [5] Гришина Н.В. Психология конфликта. 2-е изд. – СПб.: Питер, 2009. – с.331-348: ил. ISBN: 978-5-91180-895-2.
- [6] Verma, Vijay K. The human aspects of project management. Volume three. Managing the project team. – 1997. – p.98-117. ISBN: 1-880410-41-9.



СОСТОЯНИЕ И ТЕНДЕНЦИИ РАЗВИТИЯ ПРОИЗВОДСТВЕННЫХ МОЩНОСТЕЙ В ЦЕМЕНТНОЙ ОТРАСЛИ

Кузнецова А. Ирина ¹, Демура А. Наталья ², Ярмоленко И. Любовь ³

Белгородский государственный технологический университет им. В.Г. Шухова, г.
Белгород, РФ, ²ndemura@mail.ru, ³lu-box@yandex.ru

***Аннотация:** в работе рассмотрены состояние и современные тенденции развития производственных мощностей в цементной промышленности, как за рубежом, так и в России, проанализирована корпоративная структура цементной промышленности России.*

***Ключевые слова:** цемент, производственная мощность, мировой рынок цемента, структура, динамика рынка*

1. ВВЕДЕНИЕ

Наращивание производственных мощностей является необходимым условием экономического развития промышленных предприятий. С учетом принятых Правительством Российской Федерации программ по развитию экономики страны на период до 2030 года и далее, перед строительным комплексом страны стоят огромные задачи по созданию материальной базы промышленности, транспорта, решению социальных проблем, включая прежде всего строительство жилья с доведением его объемов до 100-120 млн. м² в год.

В период с 2012 года и на ближайшую перспективу необходимо увеличить строительство жилья до объемов не менее 64 млн. м², завершить в основном строительство объектов для Олимпиады «Сочи-2014», спортивных сооружений в Казани и соответствующей инфраструктуры к ним, а также строительство промышленных объектов и транспортных коммуникаций в Приволжском, Северо-Западном, Сибирском, Дальневосточном и других федеральных округах. Также запланированы значительные объемы строительных работ при подготовке к чемпионату мира по футболу в 2018 году. Все это предопределяет необходимость дальнейшего развития строительного комплекса и цементной промышленности как одного из его подразделений и, как следствие, по-



вышение эффективности использования производственных мощностей предприятий цементной промышленности.

2. СТРУКТУРА И ДИНАМИКА МИРОВОГО РЫНКА ЦЕМЕНТА

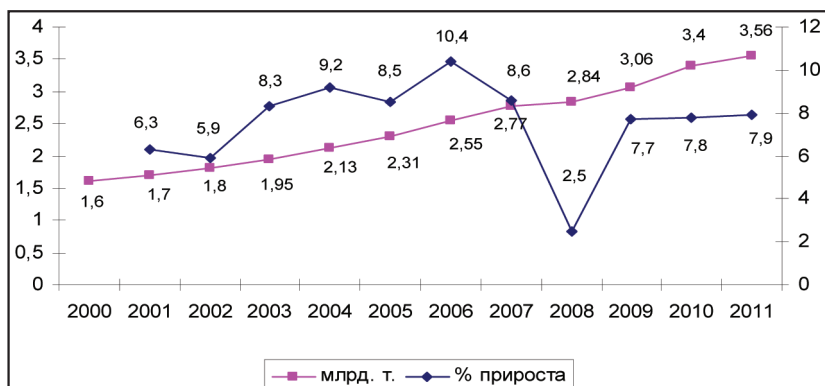
Цемент является важнейшим используемым в строительстве ресурсом. Он производится в 156 странах мира. Однако 70% мирового производства цемента сосредоточено лишь в 10 странах мира, где проживает 70% населения земли.

Цементная промышленность имеет ключевое значение для экономического развития, поскольку производит основной вид строительных материалов для жилищного, промышленного строительства и для строительства объектов инфраструктуры. Темпы ее развития в 1,5-2 раза выше, чем темпы роста мирового ВВП.

В последние несколько лет как в производстве, так и потреблении цемента существенно вырос удельный вес развивающихся стран. Их доля в мировом потреблении цемента к 2012 г. достигла 90%. Этому в значительной степени способствовали благоприятная демография, растущая урбанизация населения, все возрастающий спрос на жилье и объекты инфраструктуры. На первое место по потреблению цемента в мире вышел Китай – его доля увеличилась до 60% в 2012 году.

Кроме того, в течение последних двух десятилетий происходили динамичные изменения в структуре цементной отрасли. Окончательно сформировались семь транснациональных цементных корпораций, на долю которых приходится примерно 30% мирового производства цемента. Эти компании активно перемещают свои мощности и строят новые заводы в развивающихся странах, где наблюдается значительный рост спроса на строительные материалы (рис.1).

Рис.1. Динамика мирового производства цемента [1]



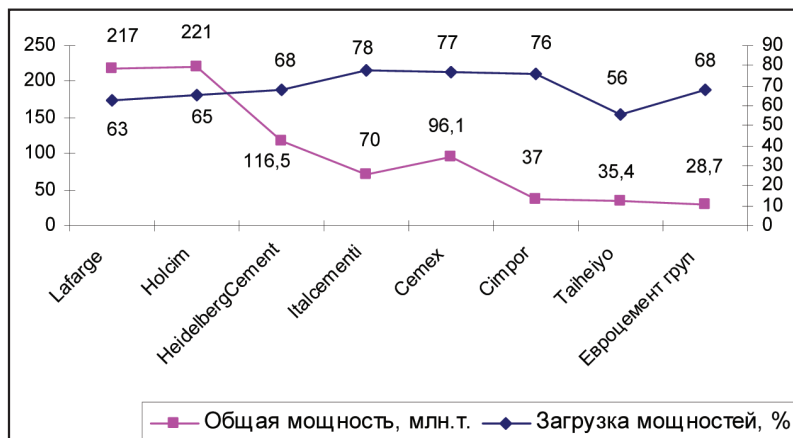
Анализ представленных данных свидетельствует о том, что наиболее высокие темпы роста производства (108–110% к уровню предыдущего года) наблюдались в 2003–2007 гг. в условиях строительного бума – в строительстве потребляется более 80% цемента. В 2008 г. в связи с началом мирового экономического кризиса темпы роста выпуска це-



мента снизились до 102,5%. Однако уже в 2009 г. в мире было выпущено свыше 3 млрд. т. цемента, что на 7,7% выше уровня предыдущего года. В 2010 г. объем выпуска достиг 3,3 млрд. т. (+7,8%), а в 2011 г. – 3,6 млрд. т.

Лидерами на мировом рынке цемента в настоящее время являются: Lafarge (Франция), Holcim (Швейцария), HeidelbergCement (Германия), Italcementi (Италия), Cemex (Мексика), Taiheiyo (Япония), Евроцемент групп (Россия). На их долю приходится свыше 1/3 совокупного мирового производства цемента и 2/3 его продаж (рис. 2).

Рис. 2. Динамика мощностей крупнейших мировых производителей цемента [1]



Рост промышленного производства стимулирует повышение спроса на цемент и, в свою очередь, активизирует инвестиционную деятельность по вводу производственных мощностей в стране, регионе, на предприятии.

Анализ структуры экспорта и импорта цемента по странам позволяет сделать вывод, что ведущими его производителями являются, как правило, развивающиеся, а его потребителями – развитые страны. Единственным исключением оказывается Южная Корея, которая присутствует в обоих списках.

Выявленные тенденции объясняются, в частности, жестким экологическим регулированием в развитых странах, заставляющим переводить производственные цементные мощности в страны третьего мира, где издержки производства ниже, а экологические требования гораздо мягче.

3. ОСОБЕННОСТИ РАЗВИТИЯ ЦЕМЕНТНОЙ ОТРАСЛИ В РОССИИ

После кризиса 2009 г. цементная промышленность России постепенно восстанавливается. Падение спроса было вызвано снижением строительной активности в стране вследствие остановки многих инфраструктурных проектов из-за кризиса ликвидности. В ближайшей перспективе можно ждать роста спроса на цемент примерно на 8–10% в год благодаря осуществлению крупных инфраструктурных проектов.

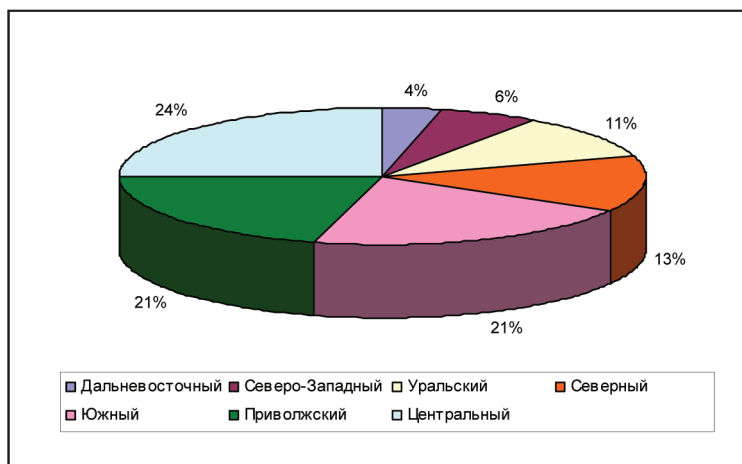


Долгосрочные планы государства включают расходы на экономическое развитие страны в объемах до 1 трлн. долл. к 2020 г. и 400 млрд. долл. инвестиций в инфраструктуру страны к 2015 г. [2].

Однако, в стране остро ощущается потребность в модернизации и замене около 70% устаревших цементных мощностей. Прирост мощностей может не поспеть за динамикой спроса на цемент, что приведет к росту объемов импорта этого строительного материала.

Основными факторами роста цементной промышленности в России остаются жилищное строительство и инфраструктура. Развитие отрасли в большой степени зависит от темпов роста жилищного строительства. По мнению экспертов, на фоне крайне низкой обеспеченности жильем его строительство в среднесрочной перспективе будет активно наращивать обороты. За 2005–2011 гг. ввод жилья в России увеличился с 42 млн. до 59 млн. м² и к 2015 г., по прогнозам, может возрасти до 80 млн. м². Среднегодовые темпы роста жилищного строительства в 2011–2015 гг. оцениваются в 6,8%.

Рис. 3. Структура производства цемента по регионам России в 2011 г., % [3]



В 2011–2012 гг. объем ввода новых мощностей по производству цемента в России оценивается на уровне 25 млн. т. За следующие пять лет производственные мощности могут вырасти на 16%. Несмотря на кризис 2008–2009 гг., строительство и модернизация цементного производства продолжаются. Так, в 2010 г. в эксплуатацию были запущены два новых цементных завода общей производственной мощностью 3,2 млн. т, а также расширены на 3,5 млн. т. мощности двух существующих. Кроме того, до 2015 г. планируется запустить еще 14 заводов общей мощностью 24,8 млн. т. По оценкам экспертов, в период с 2011 по 2015 г. производственные мощности в России с учетом амортизации увеличатся на 16%, до 97,3 млн. т. цемента в год. Размещение производственных мощностей по регионам России представлено на рис.3.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

Крупнейшие мощности по производству цемента располагаются в центральной части России. В ближайшие два-три года Южный федеральный округ может приблизиться к показателям Центрального округа. Сейчас в Краснодарском крае строятся цементные заводы общей мощностью 4,5 млн. т., в стадии планирования мощности еще на 5,6 млн. т. В случае запуска всех проектов общая производственная мощность региона составит 14,7 млн. т.

Технологии производства цемента в России существенно уступают мировым: 72% заводов работают по устаревшим и энергоемким технологиям. В отличие от других стран, в России цементные заводы в основном работают с использованием «мокрого» способа. Основным источником энергии, используемый в производстве, – природный газ. В последние годы наметилась тенденция к переходу на «сухой» способ производства. Именно так будет работать большинство новых цементных заводов, введенных в эксплуатацию или заявленных к запуску.

Благодаря увеличению производства цемента на большинстве цементных предприятий России в 2011 году повысился коэффициент использования действующих мощностей. В среднем по отрасли он также повысился и составил 68,3% против 64,8% в 2010 году [4]. Корпоративная структура цементной промышленности России представлена в таблице 1, из которой видно, что абсолютным лидером по производству цемента в России является компания «Евроцемент групп».

Таблица 1. Корпоративная структура цементной промышленности России в 2011г. [5]

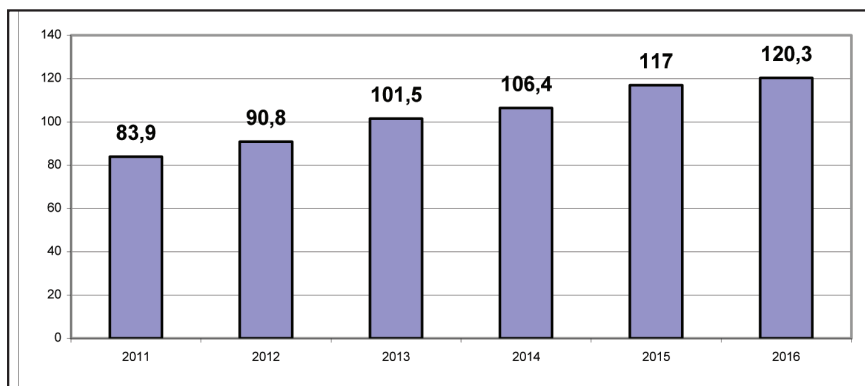
Холдинг (управляющая компания)/предприятие	Мощность по цементу на 01.01.12, тыс. т/год
1	2
I. ЗАО «ЕВРОЦЕМЕНТ групп»	26639,6
II. ОАО «Лафарж Цемент»	4200,0
III. ОАО «Холсим (Рус)»	4498,0
IV. Компания «Вита-Лайн»	5560,0
V. ООО «ХайдельбергЦемент Рус»	5096,1
VI. Группа компаний WDB	360,0
VII. ЗАО «Росгражданреконструкция»	4069,4
VIII. ООО «Газметаллпроект»	4415,3
IX. ЗАО «Деловой центр»	300,0
X. United Cement Group PLC	1756,0
1	2
XI. ООО «БазэлЦемент»	1785,0
XII. Группа компаний «Фосагро»	426,1
XIII. Dyckerhoff AG	3350,0
XIV. ЗАО «Магнитогорский МК»	1173,2
XV. ОАО «Холдинговая компания «Сибирский цемент»	7307,0
XVI. Концерн «УК «Парк-Групп», ООО «Востокцемент»	4284,0



XVII. ОАО «Норильская ГМК «Норильский никель»	703,0
XVIII. УК «РАТМ»	1840,0 I
XIX. ООО «ЮУГПК»	1300,0 I
XX. Группа ЛСР	1860,0
XXI. СПП «Стройгаз»	600,0
XXII. ООО «Цементная северная компания»	428,0
XXIII. Группы менеджмента предприятий	3623,0

По данным открытой печати, специалистами рассматривались вопросы о продолжении проектирования и строительства новых, модернизации и расширении действующих цементных предприятий с вводом в эксплуатацию до 2015 года около 40 технологических линий общей производственной мощностью 56млн.т.свводомвдействие мощностей, рассчитанных на выпуск к концу этого срока, не менее 50 млн. т. в год. 2012 год ознаменовался для цементной промышленности рекордными в современной истории России показателями объемов производства и потребления цемента. По оценкам экспертов [6] производство цемента в России в прошлом году увеличилось на 10% до 61,5 млн. тонн, потребление на 13,2% до 65,2 млн. тонн. Необходимо отметить, что не последнюю роль в достижении столь значимых показателей потребления сыграли импортные поставки цемента в Россию импорт цемента в РФ в 2012 году увеличился на 80,7% и достиг второго результата после рекордного 2008 года. Прогноз роста мощностей по производству цемента представлен на рис. 4.

Рис. 4. Прогноз роста мощностей по производству цемента, млн. т.



4. ТЕНДЕНЦИИ РАЗВИТИЯ ЦЕМЕНТНОЙ ОТРАСЛИ

Рынок цемента начинает восстанавливаться после удара, нанесенного кризисом. Можно смело прогнозировать, что в ближайшие несколько лет дефицита цемента не предвидится. Этому будут способствовать три фактора.

Первое. Строительство еще не скоро выйдет на докризисные темпы, поэтому спрос на цемент не будет опережать предложение, как это было в 2006-2008 гг. Участники рын-



ка имеют возможность договариваться о поставках в приемлемых для нормального функционирования рынка количествах и по разумным ценам.

Второе. Если таможенные пошлины на цемент не будут восстановлены, то южные регионы страны по-прежнему смогут покрывать недостаток продукции, если таковой возникнет, импортным цементом (главным образом из Турции). Наличие импорта на рынке к тому же будет способствовать сдерживанию цен.

Третье. В период кризиса некоторым игрокам удалось обновить технические линии и даже построить новые. В ближайшие два года ожидается введение в эксплуатацию еще нескольких модернизированных, а также вновь построенных заводов. Благодаря этому совокупные производственные мощности российских цементников ежегодно будут прирастать на 5-6 млн. тонн.

Главные тенденции развития цементной отрасли России и стран СНГ следующие.

В первую очередь – это модернизация цементной промышленности, набирающей обороты с четким уклоном в сторону экономии ресурсов. Кроме того, намечился рост производства и потребления цемента, за которым следует увеличение объемов частного и промышленного строительства производственных мощностей.

Во-вторых, собственники цементных заводов сумели воспользоваться затишьем на строительном рынке, чтобы направить свои усилия на перевооружение промышленных мощностей и выработку новой стратегии развития предприятий, в которой одно из главных мест занимает политика экономии и энергосбережения. Участие в мероприятии немецких, итальянских и австрийских компаний с мировым именем, занимающихся инжинирингом цементных производств, подтверждает эту тенденцию. Ведь большинство проблем, с которыми столкнулась сегодня цементная промышленность на постсоветском пространстве, невозможно решить без участия международных экспертов и поставщиков оборудования.

Несмотря на осуществление отдельных успешных проектов модернизации предприятий, в целом цементная промышленность России продолжает оставаться очень энергоемкой. Большинство заводов применяют устаревший «мокрый» метод производства цемента.

Актуальна проблема перехода с газа на более дешевый уголь и другие альтернативные источники энергии.

В-третьих, многие компании занимаются инновационными разработками цементного оборудования: транспортировочного, упаковочного и сортировочного (трубчатых ленточных конвейеров, валковых тарельчатых мельниц, элеваторов на замкнутом цикле помола) и его модернизацией (клинкерные транспортеры).

5. ЗАКЛЮЧЕНИЕ

По результатам проведенного исследования можно сделать следующие выводы:

Цементная отрасль выступает локомотивом развития экономики. Мировой рынок цемента является высокомонополизированным. В последнее время мировой рынок практически сформировался, выделились семь транснациональных цементных корпораций.



В 2010 – 2012 гг. наблюдалось оживление на рынке производства строительной продукции и цемента.

Основными тенденциями развития цементной отрасли сегодня можно считать дальнейшее строительство новых предприятий, наращивание действующих производственных мощностей, перевод на преимущественно сухой способ, модернизация оборудования с целью сокращения энерго- и материалоемкости производства.

БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] US Geological Survey, Mineral Commodity Summary, January 2012
- [2] Cementing growth. Ernst & Young, 2011
- [3] Россия в цифрах. 2012: Крат. стат. сб./Росстат-М., 2012. – 573 с.
- [4] www.perspectivy.info/rus/ekob/mirovaja_cementnaja_promyshlennost_2012-06-06.htm
- [5] Туахри Я. Тенденции на мировых рынках – новый сценарий на 2012 год. / Цемент и его применение. 2012. №2
- [6] <http://cmpro.ru/rus/data/analitika/cement/>



CORPORATE RISK MANAGEMENT

Lale Vukašin, Cindrić Joso, Janković Milan

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia,
vukasini.lale@ptt.rs, joso.cindric@fpss.edu.rs, mjankovic@myopera.com

Abstract: Strong support to anti-recessive investment through investment in infrastructure and capital investment in modern conditions significantly affected the widening of risk the corporations are exposed, particularly those that operate globally, i.e. not only in domestic but also in the international market environment. In this sense, different types of risk and corporate risk management in a concise volume are defined here, as an aspect of corporate governance, with the aim that the interest of business, professional and academic community will provide the necessary support with the broader treatment of these issues in our economy.

Keywords: corporate risks and corporate risk management

1. INTRODUCTION

Corporate risk management as one aspect of corporate management exists in all countries where the legislation allows the system to establish corporate model consisting of owners, management and supervisory board responsible for harmonizing the interests of shareholders with the everyday activities of corporate managers. Of course, "generally speaking, the public is more aware of the concept of corporate governance in countries with capital markets and corporations with a public market quotation¹. However, corporate governance exists in corporations whose shares are not publicly traded on the stock exchange," and therefore the aspect of corporate risk management is gain more importance, and which are fully confirmed by the high-profile scandals such as Enron bankruptcy and the collapse of Arthur Andersen with a simple question, How could this happen? Many answers were the synthesis of three words: *corporate risk management*³. Collapse of socialism in our country and supporting the

¹ Geoffrey Mazullo, Director Partners for Financial Stability (PFS) Program East-West Management Institute, *Korporativno upravljanje, principi i mehanizmi*, Revicon d.o.o., Sarajevo, 2008 p.17.

² Geoffrey Mazullo, Director Partners for Financial Stability (PFS) Program East-West Management Institute, *Isto* p.18

³ Geoffrey Mazullo, Director Partners for Financial Stability (PFS) Program East-West Management Institute, *Isto* p.19



privatization of assets, which had previously been owned by the state created a new legislation to regulate private property where the public interest in corporate governance raised high and a special significance was given to the aspect of corporate risk management.

2. CORPORATE RISK MANAGEMENT

Corporate risk management includes all activities and measures aimed at identifying and preventing potential danger of loss or failure to gain, in order to increase the security of the corporation.

The primary task of corporate risk management is to early identify risks on which should be as soon as possible act preventively and eliminate causes of risk and raise corporate anticipatory capabilities for identifying both potential and latent risks and take timely corrective actions.

1.2. Definition

Corporate risks are financial risks, operational risk and strategic risk.

The financial risks are credit risk, interest rate risk, foreign exchange or currency risk, liquidity risk, profitability risk.

Credit risk is the risk of failure of amortization loan on the due date, according to the installment payment plan (principal and interest) loans.

Interest rate risk is the risk that arises for bond owners from fluctuating interest rates.

Foreign exchange or currency risk is the risk of changes in exchange rates of the market, when corporations faced with an imbalance in the structure due to negative currency exchange rate fluctuations of the local currency, i.e., when the investments or revenues are achieved in one currency at a lower exchange rate and the sources or obligations in other currencies at a higher rate.

Liquidity risk is the risk of inability to secure liquid funding in the short term and the risk of loss due to the inability of corporations to fund payment obligations.

Profitability risk is the risk of an inability to control spending and thus make more profit as the difference of higher revenues and lower expenses.

Operational risks may be internal operational risk and external operational risks⁴

⁴ According to Basel Committee on Banking Supervision, International Convergence of Capital Measurement and Capital Standards, June 2004, Annex 7, p. 224-225, defines the operational risks that causing loss, due to different classification:

OPERATIONAL RISK: A DETAILED CLASSIFICATION OF TYPES OF CASES THAT MAY CAUSE LOSS	
Level 1	Level 2
Internal fraud	Unauthorized activity
	Theft and Fraud
External fraud	Theft or Fraud
	System security
Practices in employment and job security	Relationship between employees
	Safe environment



3rd International Conference
 ”Law, Economy and Management in Modern Ambiance”

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

Internal operational risks are business risk, transaction risk, information technology risk, the human resources risk and risk assessment.

Business risk is the risk of erroneous management decisions, inadequate system of internal control, fraud, human errors, lack of confidence, etc.

Transaction risk is the risk of payments under erroneous exchange rate or payment to the wrong account, which cannot be reversed. This risk is closely linked to business risk.

Technology risk is the risk of a lack of adequate technology.

The risk of human resources is the risk of loss due to large fluctuations of key people in the organization and the lack of capacity and skills of human resources.

Compliance risk is the inability to achieve the goals of the business resulting from the violations of the rules and the danger of loss due to inadequate contracts.

Operational external risks are systematic market risk and specific market risk, event risk, country risk and reputation risk.

Systematic market risk is the risk of lowering the benchmark rate in relation to corporate performance rates initiated by changes of economic policy.

Specific market risk is the risk due to peculiarities of the corporation, the opposite trend of prices of corporate performance and price of similar effects of competition.

Event risk is the risk of natural disasters and other unforeseen events.

Country risk is the risk of loss due to risks associated with economic, social and political environment.

Reputational risk is the risk of loss of reputation and the confidence of the shareholders.

Strategic risk is the risk of failure to achieve strategic objectives.

1.3 Responsibilities

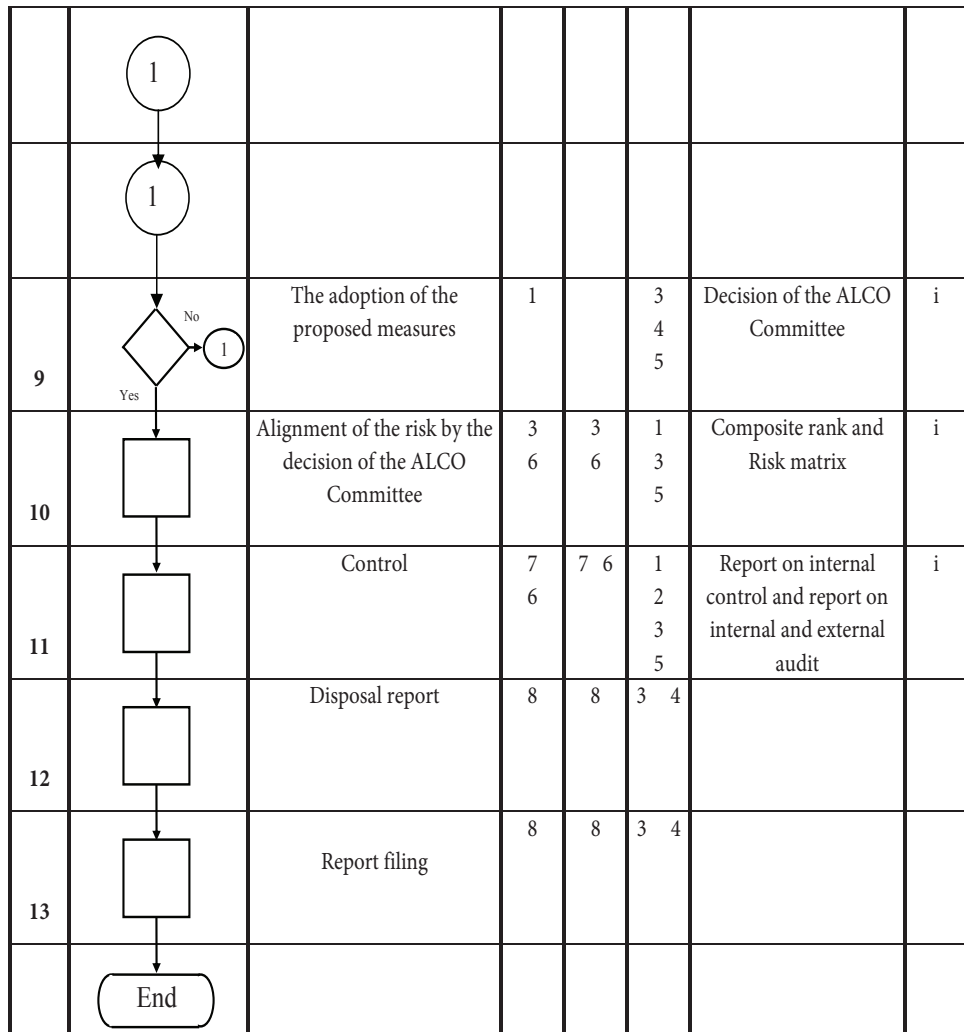
ALCO Committee, president and vice president of the corporation are responsible for risk control, and for the implementation of risk, executive managers are responsible. The responsibilities of employees in risk management are defined in the flowchart in point 1.3.1, and the description of the flow chart in point 1.3.2.

	Diversity and Discrimination
Clients, products and business practices	Suitability, disclosure and fiduciary
	Inadequate business and market practices
	Product flows
	Selection, sponsorship and exposure
	Advisory activities
Damage to physical assets	Disasters and other events
Business interruption and system failure	Systems
The execution and delivery of process management	Transaction capture, execution and maintenance
	Monitoring and enforcement
	Inviolability of consumers and Documentation
	Customer account management/client
	Opposite side in business trading
	Vendors and suppliers



1.3.1 Flowchart

No.	Flowchart	Description of activities	Responsibility			Document	u/i
			P	U	I		
	Start						
1	↓ □	Identification of possible risks	1	3 5			
2	↓ □	Creating a risk management methodology	3	3 4	1	Composite rank and Risk matrix	u
3	↓ ◇ No Yes 1	The adoption of a risk management methodology	1		2 3 4 5	Decision of the ALCO Committee	i
4	↓ □	Identification of existing risk level - collecting of information and reporting	3	4 3 6	3 5	Composite rank and Risk matrix	u,i
5	↓ □	The analysis of the reports and information and measuring the current level of risk	3	4 3 6	3 5	Composite rank and Risk matrix	u
6	↓ □	Simulation of risk for different scenarios	3	3 4	3 5	Risk matrix	i
7	↓ □	Reporting	3	3 4	1 5	Composite rank and Risk matrix	u
8	↓ □	Suggestions of preventive and corrective measures	1 3		1		



LEGEND: P - primarily responsible, U - participate, I - informed

Responsible person according to the official organization scheme: 1. ALCO (Assets and Liabilities Management Committee) Committee for the Assets and Liabilities Management, which meets fortnightly and monthly reports to the supervisory board on the risks in the corporation, 2. The supervisory board is the body responsible for overseeing the corporation business and has other responsibilities defined by current legislation, 3. Sales manager, 4. Quality Manager, 5. Corporative management, or top corporative management including president, vice president and executives appointed by the supervisory board, responsible for the business and corporation management in accordance with the legislation, 6. Executive managers, 7. Internal control and internal and external audit, 8. Quality sector clerk



1.3.2 Flowchart description

1.3.2.1 Identification of potential risks according to the list of all possible risks

1.3.2.2 Based on composite rank and risk matrix, executive manager of the sales department and quality manager create of risk management methodology

1.3.2.3 ALCO Committee is responsible for adoption of risk management methodologies

1.3.2.4 Identification of existing risk levels defined in the flowchart on the line 3 is performing by collecting detailed information and reports on the composite rating and risk matrix

1.3.2.5 After identification of the risk level, analysis and measure of the current level of risk is performing through the composite rank analysis and risk matrices risk analysis

1.3.2.6 Through the simulation for different scenarios (related to the programs: internal and external audit, liquidity risk management, concentration risk management, managing foreign exchange or currency risk management, systematic market risk, special market risk management), the eventual emergence of risk in future business could be determined in the matrix risk

1.3.2.7 Sales manager, based on received reports (composite rank and risk matrix), reports ALCO Committee and corporate governance on the current level of risk.

1.3.2.8 Executive sales manager gives suggestions on preventive and corrective measures to comply the existing level of risk with the acceptable ones in order to reduce the risk of loss.

1.3.2.9 ALCO Committee makes the decision on adopting the proposed measures

1.3.2.10 Following the decision of the ALCO Committee, executives are required to align their business risks

1.3.2.11 Daily internal control, internal audit per quarter and external audit annually review the process and determine whether it is properly defined

1.3.2.12 The documents are stored in the quality sector in the binder titled Risk Management

1.3.2.13 The documents are filed in accordance with the Guidelines for the storage and archiving of documents

1.4 Categorization of corporate risk

Corporate risks can be categorized on a business, financial and overall risk, and are quantified by the risk coefficient.

Business risk is the risk of failure to achieve positive gross operating results as the return on total capital. It quantifies as the ratio of business risk in the marginal profit and operating results relationship and shows how much faster business result change in any marginal profit change. For example, if the business risk ratio is 2, this means that each marginal gain change of 1% leads to changes of operating results for 2% ($2 \times 1\%$). If the marginal profit increases by 10%, operating profit will increase by 20% ($2 \times 10\%$) and vice versa, if the marginal profit decreases by 10%, operating profit will be reduced by 20% ($2 \times 10\%$).

For a business entity, it is more favorable that ratio business risk is as low as possible because then the risk of changes operating results is lower and thus the risk of reduced business is lower, below the limit that does not provide a positive operating result.

All the factors that influence business results influence the level of business risk coefficient.

Financial risk is the risk of not being able to cover the expenses, i.e. the risk of failure to achieve positive net results of operations as return on equity.



It is quantified as the ratio of financial risk in the relationship of operating results and gross financial result and shows how faster gross financial result change faster in any business performance change.

For example, if the financial risk ratio is 3 and the operating profit increase by 8%, a gross financial result will be increased by 24% ($8\% \times 3$) and vice versa, if operating profit is reduced by 8%, a gross financial result will be reduced by 24% ($8\% \times 3$).

It is in the interest of corporations to have financial risk ratio as low as possible. Following its interest, it must continuously to stimulate those transactions that reduce financial risk and to suppress those that increase it. Since the operating results and gross financial result are different for the amount of net capital expenditure of financing and that financial risk coefficient is determined from the relationship between operating result and gross financial result, it is logical that on the amount of the financial risk influence all the factors that influence business result and the gross financial result.

Complex risk is the risk of failure to achieve positive gross and therefore positive net results of operations that incorporates the business and financial risk.

It is quantified by the coefficient of the complex risk from the product of the coefficient of business and financial risks, if a positive operating result in the relationship marginal profit and gross financial result is achieved, if the negative operating result is achieved.

For example, if the ratio of the total risk is 4 when positive operating result is achieved, and if the marginal profit increase by 12%, the gross financial result will be increased by 48% ($12\% \times 4$), and vice versa, if marginal profit decrease by 12%, the gross financial result will be reduced by 48% ($12\% \times 4$), and if the ratio of complex risks is 12, when the negative operating result is achieved, this means that each marginal gain change of 2% will result in a change of operating results for 22% ($2 \times 12\%$).

Due to the enormous effect of the coefficient of the complex risks, it is in the corporate interest that the coefficient of risk is as low as possible. The coefficient of the complex risk factors is under the influence of the business and financial risks. Any increase or decrease in business and/or financial risk at the same time leads to a decrease or increase of the overall risk.

3. RESUME

According to a defined procedure, corporate risk management precisely focusing holders and individual responsibilities in all steps of the flowchart, respect the set procedures, which ensure successful corporate risk management, which will ultimately contribute to the long-term profitability.



REFERENCES

- [1] Basel Committee on Banking Supervision, International Convergence of Capital Measurement and Capital Standards, June 2004, Annex 7.
- [2] Farid Zakarija: Postamerički svet, Heliks, Novi Sad, 2009.
- [3] Đorđe Đukić, Upravljanje rizicima i kapitalom u bankama, Beogradska berza, Beograd, 2007.
- [4] Manojlo Babić, Milić Simić, Aziz Šunje i Mirko Puljić, Korporativno upravljanje, principi i mehanizmi, Revicon d.o.o., Sarajevo, 2008.
- [5] Vukašin Lale, Analiza poslovanja, Privredna akademija, FORKUP, Novi Sad, 2008



INNOVATIONS IN APPLICATION OF INFORMATION SYSTEMS IN BUSINESS

Lazarević Petrović Svetlana¹, Lazarević Mioljub², Simić Antonijević Dragana³

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
svetlana.lazarevic@fpp.edu.rs

²ALFA University, Faculty for Strategic and Operational Management, Belgrade, Serbia
mioljub.lazarevic@fpp.edu.rs

³High Agricultural School of Professional Studies, Šabac, Serbia

Abstract: Large and radical technological changes that characterize modern times affect all aspects of our lives. Management of innovation in a globalized world in order to establish "the knowledge economy" and "the learning society" is considered a key prerequisite of success, wealth and competitiveness of the nation and society, and imposes a number of questions, as well as new concepts in solving them. Innovation is any system organized and with purposeful activities aimed at creating changes. The information system is an integrated set of components for collecting, recording, storing, processing and transmitting information. Information systems provide operational support, implementation and support of knowledge management in various organizations and companies. Expert systems - the ES, also called knowledge-based systems as being built based on known facts and responses to risky situations.

Keywords: innovation, information system, planning, management

1. INTRODUCTION

Large and radical technological changes that characterize modern times affect all aspects of our lives. A new global world has changed the economic, political, legal, social and technological frameworks causing radical changes in the realm of complex systems and operations. "The economic agents, firms and governments are forced to adapt to technological changes in order to survive in a competitive environment."¹ Managing innovations in a globalized world in order to establish "the knowledge economy" and "the learning society" is considered a key prerequisite of success, wealth and competitiveness of the nation and society, and imposes a number of questions, as well as new concepts in solving them.

¹ Levi-Jakšić, M.: *Strateški menadžment tehnologije*, FON, Beograd, 2001



Globalization has led to effective technology transfer between countries and regions, as well as an increase in international trade in goods and services. The global market through open and fair competition encourages such behavior and imposes strict rules of rapid and creative response of the companies to the competitive challenge in order to survive. Innovation system, as an important innovative environment that ultimately determines the innovativeness of company and the economy strengthening their competitive power, has increasingly important influence overall concept of successful innovation management. Machinery, computers and new technologies create new business challenges and opportunities, and their introduction in the company imposes the demand for qualified staff from new areas.

2. THE CONCEPT OF INNOVATION AND INNOVATIVITY

"Innovation is the act that endows resources with a new capacity to create wealth. Innovation, in fact, creates a resource. There is no such thing in the world, such as "resource," as long as one does not find a useful value of something in nature and enriches it with economic value. Until then, each plant just mean weed, while minerals means any one of the countless rocks. Just a little more than a century even mineral oils pouring out of the soil were not considered a resource, nor bauxite, nor aluminum ore. They were harmful, because they made the barren soil."²

Innovation is any system organized and with purposeful activities aimed at creating changes (new products, processes, organizational structure, management style, etc.). Innovation, in essence, is the advancement of the technology. Innovation is a new product, service, process, technology created using its own or others' results of scientific research, discovery and learning. According to the field of innovation, innovations are classified as follows:

1. Product innovation - the implementation of a new or significantly improved product (does not have to be new to the market), and no changes in aesthetic
2. Process innovation - the application of a new or significantly improved production or delivery (including significant changes in techniques, equipment or software, but not limited to organizational and managerial changes) that is new or upgraded
3. Organizational innovation - the implementation of new or significant changes in the structure or management methods, with a view to improve the use of knowledge, the quality of products or services, or increase the efficiency of business processes
4. Marketing innovation - the implementation of new marketing methods, including significant changes in product design, packaging, marketing and promotion of products, as well as charging
5. Range innovations is very important - reorientation to new types of products, freezing or closing down of existing products and processes.

Innovation management sets goals of innovation processes that vary depending on the stage of growth and development. In the earlier stages of growth, it focuses on the characteristics of the product. At this stage, the requirements and standards set by state regulations are very important, which despite the limitations, offer company the possibility to get to competing products using the management of innovation processes. The other thing is the maturity or obsolete products. Market analysis reduces the risk of choosing a new product concept and

² Drucker, P.: *Inovacije i preduzetništvo - praksa i principi*; Beograd, Privredni pregled, 1991



new technologies. In the stage of maturity, the risk associated with innovation is smaller, but there is a problem of development costs, because certain business units are not specialized in new products.

3. INFORMATION SYSTEMS FOR PLANNING AND MANAGEMENT

The information system is an integrated set of components for collecting, recording, storing, processing and transmitting information. Business enterprises, other organizations and individuals in modern society, dependent on information systems to manage their operations and actions, maintain competitiveness in the market, offering a variety of services and improvement of personal skills and capabilities.

The invention and availability of new information technologies (IT), new opportunities appeared. Since information systems enable a variety of human activities, therefore they made an impact on society. They accelerated the performance of everyday activities, contributed to the structure of the organization, changed supply and demand of products in the market, as well as ways and understanding of work. Information and knowledge are now a vital economic resource. Telecommunications are used for connecting, networking and computer systems, as well as for the transmission of information. It is possible to adjust the number of different computer configurations, depending on the needs of each organization. A local area network (LAN) connects computers to a certain place, such as office buildings or academic campus. A wide area network (WAN) connects computers located in different places and often from different organizations. Internet is a "network of all networks" linking millions of computers from every continent. Through networking, PC users get access to various information resources, large databases, and human resources, then the possibility of performing the same work in collaboration with colleagues, as well as contact with people who share the same professional and private interests.

Qualified professionals are the vital component of any information system. Technical staff consists of the development and operations managers, analysts and designers of the system, software developers and system administrators. In addition, employees in an organization need to be trained in the use of information system capacity. Hundreds of millions of people from around the world consciously or unconsciously learn to use information systems using the Internet.

Information systems provide operational support, implementation and support of knowledge management in various organizations and companies. It is possible to decide what should be done regarding the specific situation using the management information. They have implications for action; they are precise, timely, and relevant and constitute essential characteristics of the particular situation. Managerial information is defined as information that comes at the right time, in the right form, and by which managers perform their jobs efficiently and effectively.

Following principles of information processing are relevant:

1. Information regarding the data that man processed and gave them meaning,
2. They reduce the risk of making wrong decision and increase the likelihood of making the right one,
3. The rate at which people can process data into information is final



Management information system is a computerized or manual system that provides managers with the necessary information in the decision making process. In developed countries, managers have the access to the available computerized information system that provides them accurate and timely information that they need to enable them to facilitate the process of decision-making and conduct effective planning, control and operational functions. The system provides information regarding the past, present and future, important events in even outside the organization.

Management information system is using:

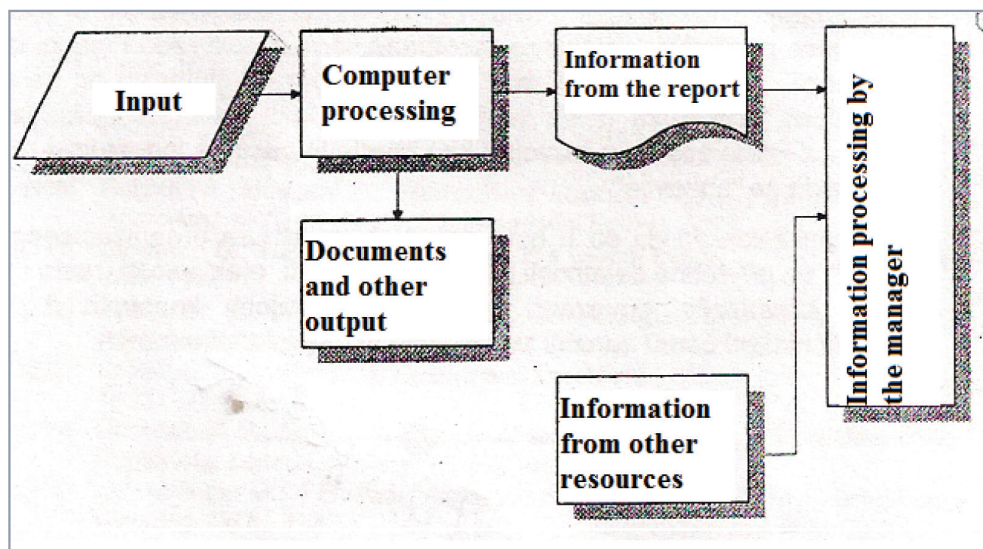
1. Computer hardware and software,
2. Manual operating procedures,
3. Models for analysis, planning, control and decision making,
4. Database

It allows managers the following benefits:

1. Better understanding of the management functions
2. Better communication,
3. Decision making with more information,
4. Ad hoc problem analysis,
5. Successful control

With the help of management information systems, all components from the center are analyzed providing operating systems to function effectively. Therefore, management information system is a coordinated series of information sub-systems, which are integrated. They can serve only one activity or level in the organization, or a number of activities and classes.

Figure 1: Computer-based information system³

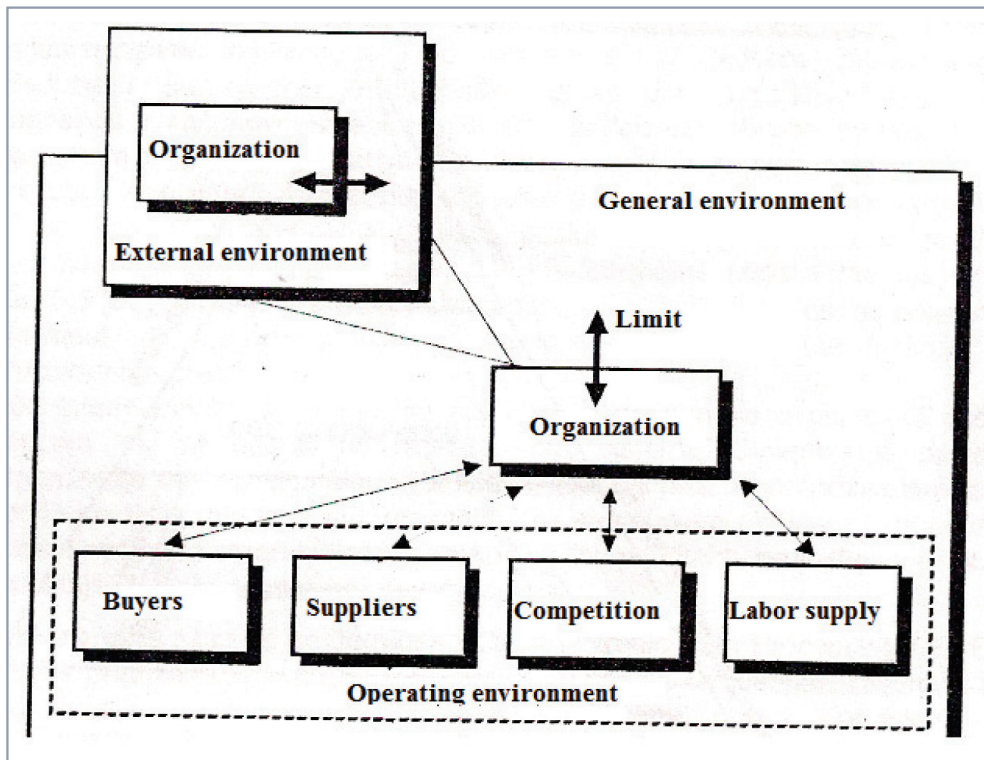


³ Milićević, V.: *Strategijsko poslovno planiranje*, FON, Beograd, 2004



Organization model and external environment with information flows is an important aspect of planning. For managers, information of the external environment, as well as the organization is very important.

Figure 2: Organization and external environment with information flows⁴



The large amount of information is needed as a basis for planning. It is necessary to obtain information on a number of different factors in the external environment. For the internal environment, information related to capital spending, research and development activities, changes in marketing policy relating to state personnel and the possibility to increase production efficiency is necessary. An important part of the planning process is to obtain accurate and relevant information.

From the point of planning, it is important how data is classified, which affects the value of the data for the analysis of the last actions of the organization, as well as to predict the future. Sources of planned information can be internal data organized and processed for the purposes of planning, external data from various sources and information obtained from the research environment. Internal data reflect the past and current operations of the organization. They are usually available and their accuracy is known. External data can be obtained

⁴ Milićević, V.: *Strategijsko poslovno planiranje*, FON, Beograd, 2004



from traditional sources - such as published reports, government documents, or service firms that provide industry data and projections.

Management information systems help storing, searching, and integration of data collected from internal and external environments, which give planning assumptions and scenarios. Before it is entered into the computer, the value of the information must be evaluated. Information management is especially important to meet the needs of planning and control.

Decision support systems have three basic components:

1. Database - data comes from internal and external sources
2. Model base - which includes enterprise and environment models, namely: strategic, tactical and operational models, software system - which has three components: a software for database management, database management software and model management software by generating dialogue between the user and the system.

For the analysis of the environment and predicting the future trends, useful information from the internal environment relate to finance, personnel, production, inventories, research and development activities, marketing and information from the external environment of the raw materials, manufacturing, human resources, market, environment, etc. The results of these analyzes are important for the subsystem of setting goals.

4. EXPERT SYSTEMS

Expert systems – ES, are knowledge-based systems as being built based on known facts and responses to risky situations. Imitating skills of people and judgment of experts in the particular area, they are trying to apply the research results in the field of artificial intelligence in decision-making problems.

Expert systems are in fact software systems that attempt to give the type of advice that you would normally expect from the experts. They diagnose problems, recommend alternatives, give the reasons for their diagnoses and recommendations, and can learn from the experience by adding information derived from solving similar problems to their current knowledge base.

Components of a typical expert system are:

1. User interface - is a software that enables the system to communicate with the user,
2. Knowledge base - contains facts and rules that relate to a particular problem,
3. Deciding mechanism - based on specific algorithms and software whose task is to extract the necessary information and systematize the knowledge base and based on them to draw conclusions.

With the help of this system, the problems can be solved in activities such as connecting knowledge from different fields, forecasting, planning, controlling, identifying, diagnosing, interpreting, explaining, training, etc. Today, expert systems are everywhere: in production, in management, in education, law, bioengineering, medicine. Particularly important are:

- ES for predicting, which aims to predict the likely consequences to the given situation,
- ES for planning, developing scenarios of the future behavior of companies,
- ES for control, which compare the actual behavior with the critical success factors
- ES for crisis management

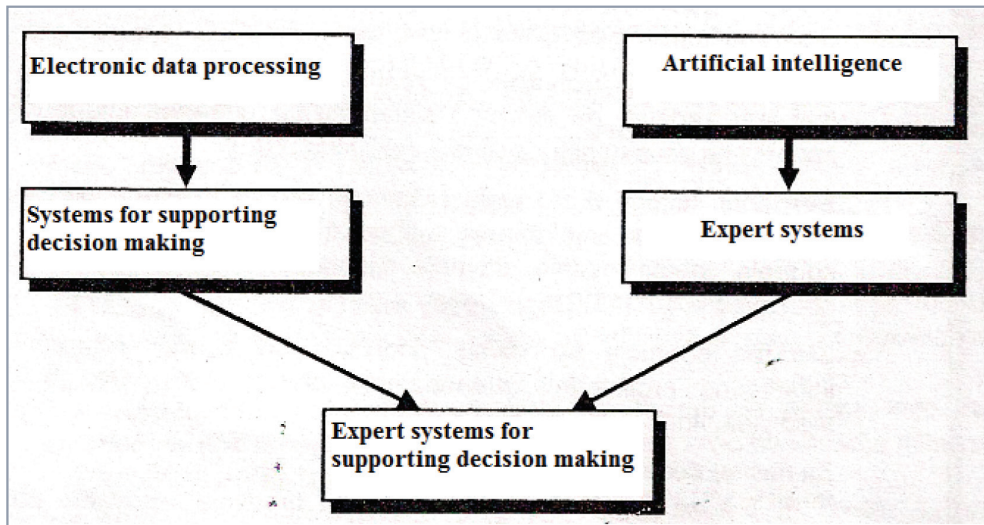


Five characteristics for making decisions, from a manager point of view, will greatly contribute to the acceptance and use of expert systems:

1. Many managerial problems are unstructured,
2. Time and attention of manager are limited resources,
3. Managers have different styles of problem solving,
4. Managers often work in groups on a formal and informal basis,
5. Many managers already have access to an area of computer-based tools

Expert systems for support in decision-making are computer programs that use specialized symbolic reasoning to assist people in successful solving difficult problems.

Figure 3: Development of computer systems⁵



5. RESUME

Innovation is any system organized and with purposeful activities aimed at creating change (new products, processes, organizational structure, management style, etc). Innovation is a new product, service, process, technology created using its own or others' results of scientific research, discovery and learning.

Bearing in mind the role and importance of information for the entire operation, the need for high quality, timely and reliable information arise. Their mission is to improve the assessment, but also increase their knowledge of the complex interaction of a market in a constant battle, and thus help in making strategic and operational decisions in each activity. The information system should be a reliable and comprehensive application system, designed to provide better access to data and information in a way that optimally meet customer needs at the lowest cost.

⁵ Babić, V.: „Strategijsko odlučivanje”, Institut za ekonomiku i finansije, Beograd, 2006



In the business system, an information system provides data collection from sources in the business system and beyond, classification, coding and indexing of data from the source into the business system and outside it, keeping and updating, retrieving stored data, data processing, interpretation of information, creating report and its distribution to the authorities that make decisions.

Information system not only provides information for planning, execution and control, but also performs a number of other creative and technical services, performed in the classical system of organizational planning and control functions, and thus brings significant changes to the organizational structure and management system.

Information system provides business system to gain information about current events in a particular environment, emerging a possible crisis in the group, sector or industry, and certain events that are difficult to predict. It is necessary to build such an information system that will provide the desired information with feedback loop, because that is the only way to achieve satisfactory results in decision-making.

Expert systems make a particular type of IS - ES, which are based on knowledge and build based on known facts and responses to different situations.

REFERENCES

- [1] Babić, V.: Strategijsko odlučivanje, Institut za ekonomiku i finansije, Beograd, 2006.
- [2] Levi-Jakšić, M.: Strateški menadžment tehnologije, FON, Beograd, 2001.
- [3] Drucker, P.: Inovacije i preduzetništvo - praksa i principi; Beograd, Privredni pregled, 1991.
- [4] Robins, S.P.; Kolter, M.: Menadžment, 8. izdanje, Beograd, Data Status, 2005.
- [5] Milićević, V.: Strategijsko poslovno planiranje, FON, Beograd, 2004.
- [6] <http://www.poslovnaznanja.com/e-magazin/29-sta-je-inovacija.htm>
- [7] http://www.ef.uns.ac.rs/menadzment_inovacija.htm



MODERN ECONOMIC DEVELOPMENT – THE ROLE OF KNOWLEDGE

Madžar L.¹, Bazler-Madžar M.²

¹High Business Professional School, Novi Sad, Serbia, lidija.madzar@sbb.rs

²Scientific Society of Econmists of Serbia , Belgrade, Serbia, martabazlermadzar@gmail.com

Abstract: *This paper analyzes the importance of the creation and application of knowledge in the modern economic processes in the world. It emphasizes the importance of investing in education, science, research and development, encouraging innovation to increase the competitiveness of the economy. Lagging of countries in transition in the area is represented by the analysis of the current situation and the need to overcome that using appropriate economic and political measures. In any case, they should focus on creating a favorable business environment, especially in Serbia. Special attention is paid to possible technological level of industry and application of the knowledge by the transfer of new technologies.*

Keywords: *development, knowledge, technical progress, economic environment, technology transfer*

1. INTRODUCTION

In today's global economy, technical and technological progress is the main driving force of growth, and the growth of its competitiveness. It has long been known, and decades of research and economic developments in the advanced economies confirmed that knowledge is incorporated in technology, that it is a key source of economic growth. The technological innovations in the area of development of new products and/or new technologies, improvement of existing products and technological processes, as well as winning and improving technologies created in other countries are a determining factor in the development and growth of a country. The fact that technology is the most powerful source of long-term growth proves the economic theory proposition is and results from empirical research results of developed economies. In fact, regardless of the level of aggregation of developmental activities, the crucial question in these frameworks comes down to the ability of the system to achieve higher production using the given resources. Hence, the standard definition of technological progress emphasizes the importance of the knowledge economy [6].

Starting from that, the paper discusses the characteristics of the development of modern economy. A significance of scientific research, education and innovation in the design and use



of new technologies is presented. The issue of technology transfer is further analyzed, which is very important for countries in transition, with an emphasis on foreign direct investment.

2. ECONOMIC DEVELOPMENT BASED ON KNOWLEDGE

It is well known that technological development is primarily based on the development of research activities and innovation activities of a country. Many years of experience and development results of the developed countries point to that. Impressive achievements in economic growth and increasing labor productivity and other resources were formed based on significant and increasing investment in research and development and their application in economics. Creation and implementation of technical progress is determined by investment in education and science (especially important are big and extensive researches, i.e. knowledge), research and development (R & D) representing a powerful economic activity, and a significant number of small and large discoveries (innovations). The technological progress is one of the central issues in the theory of growth as the main driver of long-term sustainable development. Human capital in the research is completed with the level of education, formal and acquired at work, its involvement related to improvements in living conditions and health care. Physical capital is also not a homogeneous entirety, but a new level of technology was incorporated into. Since technical progress is the result of expensive research, its implementation requires solutions and the ways in which knowledge becomes the common good of society. [4]

When it comes to Serbia, and other transition countries, developments in this field are very different. It is not possible to establish clear link between the research sector and innovative activities on one hand, and economic and social development, on the other hand. It should be added that the transfer of new knowledge, innovation and the application of good practice, as an alternative source of technological development is also related to the effective cooperation of the existing economic relations with the developed countries of the world.

The transition in the Serbian economy with decline in production and stagnation indicates such an economic situation in which developmental factors have not been adequately evaluated. In these conditions, there was a reduction of their involvement, and neglecting the needs of their growing quality. Therefore, they could not meet the demands of growth and increase of so important competitiveness of the economy.

The most dynamic development factor, increasing the application of knowledge, i.e. technological progress has remained beyond the reach of economic and political considerations and measures. Total ignorance of the scientific potential and innovative capacity of the country has been a limiting factor for development. Due to the lack of information about the expert teams, on one hand, and the needs of the economy on the other hand, often inclined to import of knowledge that was not necessary. In addition, the concentration of these activities in large centers (universities, colleges, institutes, etc.) was not convenient to solving problems of the economy due to the lack of regional and local issues and needs. Drop in economic activity, in parallel, there has been a migration of personnel from the region and local governments into centers. At weak orientation of young people on scientific and innovative work, the extremely poor financial situation of the sector in the years of crisis influenced.



In the transition, the education system was out of reach and influence of local governments and the region, and the economy in general. That, above all, reduced the potential impact of local initiatives in the direction of research and innovation activities. There were no conditions for the formation and selection of necessary professional staff. In this context, the problem is the inadequate education system, providing no basis for the successful development of knowledge and its dispersion, or the productive employment in the future. Occupational choice and career orientation conducted independently of the needs of industry and education policy.

3. TECHNICAL PROGRESS AND TECHNOLOGY TRANSFER

Technical progress can be viewed from two aspects: 1) in terms of the effects of technological changes – i.e. the role of technological progress in developing countries, and 2) in the form of changes in technology that shape the character of the production process. Numerous studies have shown that technological change is a significant factor of productivity growth. Economic theory usually considers technology as the relationship between (quantitatively and qualitatively) observed factors, on the one hand and the product, on the other side. The technical progress includes changes in technology resulting from a short-circuited research, innovations and scientific discovery (patents), the new radical, practical and applied knowledge and economic growth. Therefore, technical progress, along with mentioned determinants is never exhausted because it is endogenously growing. On the other hand, the scope of application of the technology is determined by the degree of its acceptance, understanding, and dissemination. While researches are generally focused on the acquisition of new knowledge, so far the development mostly related to the increase in production capacity. [3]

Development of technology and its transfer are the most important factors of economic and social development. In order for technology transfer in local companies to be successful and to contribute to the objectives of planned development of enterprises, it is necessary to provide an adequate level of R & D base. In the contemporary economic conditions, technological development became the basis for the development of business entities and companies. Technological development is reflected in the creation of new or improved products, services and processes. Its objectives are aimed at providing faster, complete and better meeting of the human needs. Although the process of economic development is influenced by other mentioned factors, empirical studies have shown that between 40% and 90% of the economic development is the result of technological changes [2]. In doing so, the choice of means and methods of achieving the goals of technological development comes down to choosing the strategic choices of the companies and the given nation. In this sense, the company may opt for individual technology development, to purchase ready-made technological solutions through technology transfer or a combination of purchased and own technological solutions. Independently of the selected strategic options, investing in research and development are the backbone of the technological development of domestic companies. Therefore, an adequate attention should be given to this issue at the company level and at the level of the economy as a whole.

Technological readiness - as one of the pillars of competitiveness measures the speed of adjustment to global changes in the technological structure that determines the productivity



of the economy (industry and service sectors). A great importance is given to technology in the modern world, because it allows businesses to grow and compete. Information and Communication Technology (ICT) especially affirmed as the most important technologies of the modern era, leading to the development of other economic sectors. Information and communication technologies (including their use in the design and implementation in the regulatory framework) have been confirmed as an innovative and efficient form of infrastructure in commercial transactions. As a fundamental component of the country's technological readiness, ICT is reasonably included in the measurement of the Global Competitiveness Index. Irrespective of whether the technology is developed within or across national borders, it has a strong impact on competitiveness. For companies it is extremely important to have the ability to use and have access to advanced products and technologies, because sophisticated technologies occupy a key place in attracting foreign direct investment (FDI). The fact that in 2008, FDI was increased by 15% globally compared to the previous year proves it [7], with the expected reduction in 2009, especially in developing countries. Termination of global FDI trend is caused by the current financial crisis, lack of funds for investment and investor attitudes about the degree of business risk. In this context, a clear distinction between the levels of technology at the disposal of the company in the country should be noted, on one hand, and the country's ability to innovate, develop and spread knowledge of science, on the other. Below is a table that shows the current technological readiness of Serbia, which also determines the quality of the business environment of the country.

4. ASSUMPTIONS OF USING NEW TECHNOLOGIES IN THE DEVELOPMENT OF SERBIA

The dynamic development in the world, based on knowledge, and the need of integration of a country into a development system based on knowledge is of special interest for the transition countries. Therefore, the greater engagement of knowledge as a factor of production allows that the concept of development based on comparative advantage loses its importance. Second, joining a global scientific and technological development meets the necessary condition for maintaining the level of local knowledge. Finally, the inclusion of a global technological and manufacturing system leads to the development and coordination based on its information technologies.

Development goals, based on knowledge and innovation, are based on available national resources in this field, and bearing in mind the global scope of the technology and production environment, should refer to:

1. Development based on available natural and human resources,
2. Innovative technology revival of final production and manufacturing of special high-tech processed materials and other inputs,
3. Development of competitive production on the latest technological procedures,
4. Organizational, technological and general innovation in the overall service sector [9]



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

In order to create its own knowledge for the development of globally competitive production, it is necessary to harmonize the system of research institutions with the European system. It is also necessary to create conditions for efficient import of foreign knowledge through foreign direct investment, which would expose domestic actions to global competition. It would be also necessary to develop an efficient information system in relation to the transfer of knowledge and technology, and education for their application. A stimulating environment for the development of industrial clusters and cooperation of companies and technological research institutions would contribute creating a more favorable climate for the knowledge economy.

As can be seen, to stimulate activities in the field of knowledge, research and development as well as their implementation in production processes, the knowledge of all participants is necessary. Then, the dispersion of knowledge and developed organizational links between businesses and innovation organizations would bolster the knowledge-based production. All this implies the adoption of suitable measures and the wider character related to a favorable business environment. In addition, it would be necessary to transform the education system to be based on the research approach, already at lower levels.

In order to expand the knowledge, it is necessary to create conditions for the convergence of economic, scientific and innovative potential. Dissemination of research and innovation activities to regional and local centers would have a strong incentive effects on the modern development. It would involve the adoption of incentive measures in the field of businesses and entrepreneurs who invest in the development and innovation. Its effects in the field of information would allow the use of new knowledge in the economy and a corresponding increase in productivity.

5. RESUME

As a determinant of development, operationalized through technological progress, has long been accepted that the knowledge is a key source of economic development. Bearing in mind the fact it provides the long-term sustainable growth, the role of technological development component is of special importance. The explanatory factors of this component include increasing the quality of education, the development of science, research and development (R&D), as well as a number of major and minor innovations. Within this framework, sources of finance knowledge, their subsidies, and institutional arrangements in the field of patents are very important. Connectivity of technology and development is evident both, at the micro level and at the level of the economy and society. This clearly emphasizes the need for the adoption of economic policies at all levels. For these processes, the creation of the necessary business environment is a foregone prerequisite. In these cases, of particular importance is technology transfer, i.e. attracting foreign direct investment (FDI). A higher level of technological knowledge increase competitiveness, integration into the world economy and involvement in the processes of globalization.



REFERENCES:

- [1] Bazler-Madžar, M.: Makroekonomski aspekt razvoja zasnovanog na znanju. In: *Proceedings of 2nd International Conference "Law, Economy and Management-LEMIMA 2011"*, Beograd, Serbia, 12-15. aprila 2011. godine
- [2] Kokeza, G. *Transfer tehnologije kao strategijska opcija razvoja preduzeća*, pdf. dokument dostupan na internet adresi http://www.bos.rs/cepit/idrustvo2/tema5/Transfer_tehnologije.pdf pristupljeno 12. juna 2011. godine
- [3] Korres, G., M. : *Technical Change and Economic Growth*. Aldershot: Avebury, 1996. pp. 1-15.
- [4] Kovačević, M.: *Međunarodna trgovina*. Beograd: Ekonomski fakultet, 2002. pp. 36.
- [5] Madžar, L.: Znanje i tehnologija kao resursi razvoja. In: *Proceedings of 1st International Conference "Economic development and Standard of Living (EDASOL)"*, Banja Luka, Bosnia and Hercegovina, 23-24. septembra 2011. godine
- [6] Schumpeter, J., A. : *The Theory of Economic Development*. Massachusetts: Cambridge, 1936. pp. 118-164.
- [7] Schwab, K., ed. : *The Global Competitiveness Report 2009-2010*. Geneva: World Economic Forum, 2009, pp. 3-492.
- [8] Solow, R. : Tehnical Change and the Aggregate Production Function. *Review of Economics and Statistics*, XXXIX, (1957), pp. 312-320.
- [9] Vlada Republike Srbije: *Nacionalna strategija privrednog razvoja Srbije 2006 – 2012*. Beograd: Vlada RS, 2006.



THE IMPORTANCE AND ROLE OF MARKETING RESEARCH AS SUPPORT TO MANAGEMENT IN GLOBAL BUSINESS TERMS

Marinković Nenad¹, Marinković Jelena², Radomirović Dušan³

¹ ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
marinkovic23@open.telenor.rs

² Novi Sad Fair, Novi Sad, Serbia, marinkovicj22@gmail.com

³ Urbis doo, Novi Sad, Serbia, dusan.radomirovic@gmail.com

Abstract: *This paper regards the importance and role of marketing research as analytical support to management in global terms of business. Today there is a plenty of various methods and techniques in firms that should serve as analytical tools and enable acquiring necessary information and knowledge on changes in the environment. However, the analytics is often being wrongly understood, and its results are not used in appropriate way or they are used slightly and inexpediently. The relationship between management and analytical methodology is of critical importance. The first and the most important step in marketing research is defining of the problem of research. Upon this point the research process as a whole depends. The appropriate and timely defining of the problem determines whether it would be a research or not. The techniques of marketing research, within the business analytics, may be also used as a means of establishing competitive advantage.*

Key-words: *Marketing Research, analytics, information and intelligence process, MIS, management, competitive advantage.*

1. INTRODUCTION

Turbulent global environment, which is a key feature of today's global economy, requires an approach that includes strategy, clear vision and a plan of management. Strategic business inevitably requires research and market analysis, and therefore the study of all the essential components that make up the marketing mix of the company. Marketing research is a vital part of marketing as a whole. In terms of global business management is largely based on the results and conclusions of marketing research. Marketing research, along with other methodologies and approaches in contemporary business is classified in Analytics.



Today, the companies use a wide variety of different methods and techniques that are used as analytical tools, and allow you to get the necessary information and knowledge about changes in the environment, including information infrastructure. However, analysis is often misunderstood, and its results are not used properly or not used enough and unreasonably. There is a crucial connection between management and analytical methodologies.

Marketing research, as a component of the marketing information system (MIS) has the function of identifying and analyzing information that can not be identified by other components of MIS. Therefore, the role of marketing research is particularly pronounced in situations that are new, and specific risk.

The first and most important step in marketing research is to define the research problem. From this point depends on the research process as a whole. In other words, proper and timely definition of the problem that determines whether it does go into research or not. There are many situations where it is not necessary to perform this study because the required information is provided in-house or can be discovered through one of the existing subsystems of MIS. Techniques of marketing research in the business analytics can be used as a means of gaining competitive advantage. Numerous studies show that a great importance in marketing research with human resources. In turbulent conditions, global business, possession of superior technology is not enough to achieve a competitive advantage. Hence, the staff of the company setting new requirements and tasks that encourage people to adequate access to marketing research, and business analytics in general, to the information collected and analyzed, and drew as many as to achieve a competitive advantage.

2. ROLE AND IMPORTANCE OF MARKETING RESEARCH IN MODERN BUSINESS

Marketing research is a branch of marketing, the result of imbalance between the production company and the possibility of absorption of market power, or the gap between supply and demand. This discrepancy usually occurs in the form of more or insufficient market demand for the products or services produced by the company. Thus arose the excess product or service for which there is no demand or lack of it, and this excess accumulates in the form of stocks, creating additional and unnecessary costs to the company. Therefore it is necessary to find out what it is and how great the demand for certain products in the market, who demand factors, such as the structure, dynamics and trends in demand, who are the buyers and the consumers, what really is the public's interest in certain products or services, and so on.

Modern marketing approach that emphasizes the consumer («Consumer is King») is that it needs to produce those goods and services that consumers are looking for, which means the proper type, quality, quantity, range, class, color, and type of packaging various other characteristics. Hence it necessarily requires marketing research. Today's marketing philosophy is the philosophy of holistic marketing that represents a different approach to the concept of marketing and business philosophy favoring earlier sales, which meant that the company first produce the product or service, and only then look for a way to sell the products or services on the market. Philosophy of holistic marketing concept implies a continuous research to identify current and potential customers, and to show how big and what the needs of the consumer market.



3rd International Conference
»Law, Economy and Management in Modern Ambiance«

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

The term marketing research must first be distinguished from the term with which it is often mistakenly identified. So good luck to the following terms: market research, marketing, testing, marketing research, market monitoring. The term or concept of market research over the term marketing research and he used previously. The concept of marketing research is of recent origin. Market research has a narrower scope and applies to specific communication between businesses and consumers. Marketing research is a complex and comprehensive market research. It is believed that the forerunner of market research marketing research.

In literature are various definitions of marketing research. The definition given by the AMA (American Association for Marketing) reads as follows: »Marketing research is the function that links the consumer, customer and public through the marketing expert information. This information is used to identify and define marketing opportunities and problems; generating, improving and evaluating marketing campaigns; tracking marketing performance and improve understanding of marketing as a process.« [1]

By A. Burns and R. Bush gives the following definition: »Marketing research is the process of designing, collecting, analyzing and reporting information that can be used to solve specific marketing problems.« [2]

According to Salai S and D. Božidarević marketing research is »a scientific discipline but also an activity that is focused on obtaining data and information processing, analysis, synthesis and forecasting activities to be undertaken in order to implement other marketing activities for the company to meet the consumer's needs, wants and preferences matched their capabilities«. [7] From these definitions it is clear that marketing research is used to gather the relevant information necessary for enterprise management decision-making. Marketing research is a set of activities that must be performed each company. It can be carried internally, within the company or hiring an outside institution, which specializes in the execution of marketing research. However, regardless of how the company will decide independently each company occasionally takes certain types of marketing research for its own purposes, to a greater or lesser extent.

From the definition of marketing research can be concluded that they are a vital component of research information. In other words, the information is what is the end result of each marketing and research purposes, and the main reason why the research was undertaken. We can say that information is a basic marketing research output.

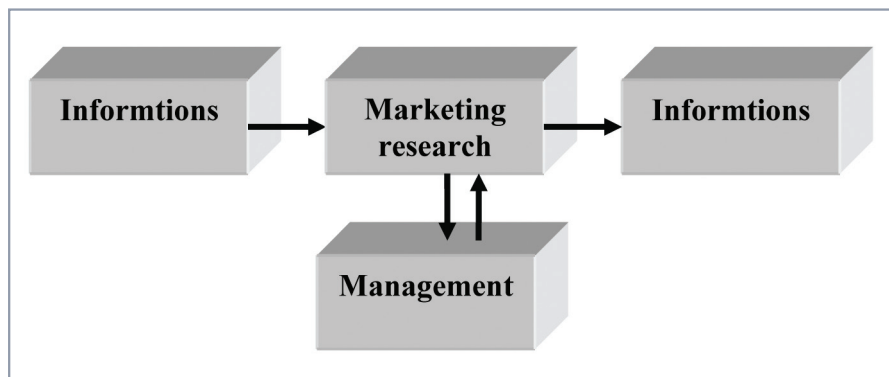
With regard to the information, the main issues to be addressed and need to marketing managers, when they decide to embark on a marketing research are:

- What kind of information we needed to be able to make informed decisions?
- How much information is necessary to collect research?
- What kind of research (type, type of research) needs to take in order to get adequate information?
- What criteria should meet the information to be inadequate to our requirements? Or, exactly what information we want to get the survey?
- How (how easily and quickly, from what sources) to get to the information they need?

Details can be found on both sides of the process of marketing research (pic. 1): a) and b as input) as output, while at the center are marketing research and management, inter-related. Analysis of the »heart research«, she needs to »breathe life« into the data collected. Without creative analysis of the efforts made in the research process was completely useless.



Picture 1: The information in the process of marketing research



To research was conducted properly and that to be effective, they must obtain the appropriate information from the environment, both external and internal environment. This information system consists of an input Marketing Research. Information can occur as a result of, ie. research output. Thus, marketing research is a form of information system.

Any company that wants to be competitive in the market must be accompanied by all relevant market trends and be able to analyze and predict key trends and tendencies that are nteresa for that company. Long-term competitiveness of the company requires ongoing monitoring and analysis of the changes, tendencies and trends in the target market.

The goal of the firm should achieve can be defined like this: have the right information at the right time in the right form and submit it to decision-makers - to enterprise management. Information is the basis for decision-making and enforcement actions. Hence, information is strategically important. Based on information management formulate or modify a business and marketing strategy, and the strategy is the basis for establishing and reviewing goals, tactics and tasks, which derives from the specific actions the company .. If the information that the company gets the right (as appropriate), then the strategy of , which results in the correct action. Conversely, if the information that the company receives inadequate, insufficient, false or irrelevant, then, absent an appropriate strategy, which ultimately results in inadequate action.

In practice, it is often the case that companies have worked out a system for monitoring, processing, and analyzing information. Instead of a systematic means of monitoring and analyzing information, many companies dealing with information is ad hoc, or do not have access to any elaborate collection of information. A large part of the company does not know how to come up with appropriate data and information, and a good number of them do not know to distinguish relevant from irrelevant information. Some authors suggest that more than 25% of critical data within a company belonging to a group of Fortune 1000 incorrectly or incompletely. [2]

Marketing in general, and marketing research, can not perform its functions without adequate information. Hence there is a need for marketing to appropriate information to be able to properly perform its function of communicating with the market and with their customers or clients.



To meet this need for information which has marketing, management company develops and designs appropriate information system, which is called the Marketing Information System (MIS).

Marketing information system (MIS) is a basic marketing information system in the process of a company or institution. According to the simple definition given by F. Kotler, MIS is "made up of people, equipment and procedures to gather, sort, analyze, evaluate and distribute needed, timely and accurate information to marketing decision makers." [5]

The role of MIS is to determine the needs of decision makers for information, to obtain the necessary information and to disseminate that information to decision makers in a form and at a time when they can be used for decision making. In other words, the goal is to collect the necessary data and information, in terms of marketing, analyze and distribute them to decision-making - management, in the form of time and in a manner best suited for decision making, based on which they can make appropriate decisions in relation to marketing companies, which are related to the target market and target customers or clients.

Although in many ways the role of MIS coincides with the role of marketing research, there are differences between them, arising from the structure of the MIS.

According to the model given F. Kotler, MIS system consists of the following subsystems:

- internal reporting subsystem.
- Subsystem marketing intelligence.
- Subsystem marketing research.
- Decision Support Subsystem.

These subsystems are linked together in a single system MIS. MIS is the one associated with the environment, and on the other with the management of the company. Information from the external or internal environment includes the MIS, there are processed and analyzed, in order to be distributed to users - decision makers, ie. management. Based on the information obtained by previously processed and analyzed, management planning is done, make or modify already adopted marketing and business strategy, establish or revise goals and objectives, implementing actions and controls them. In this way, management actions which shall affect the market participants - customers, suppliers, partners, competitors and other stakeholders, and thus affect the competitiveness and business success.

Internal reporting subsystem. This subsystem is used to collect the information contained within the company. Sources of this information are internal reports, which include: a) orders, b) income statements c) statements of cash flows (cash flow), and d) documentation of costs, e) invoices, f) sales reports, etc..

Subsystem is called internal reporting and accounting information system. The system can provide many useful and necessary information provided by the company. If the management of this information is not sufficient, ie. If on the basis of that information can not perform the appropriate conclusions, then he has to search for information in an outdoor setting.

Marketing Intelligence Subsystem (notification). This subsystem provides information about all the changes that are occurring in the environment. Unlike internal reporting subsystem, which provides data in the form of results (financial results, implementation of goods and services, etc..), This system produces data in the form of events.

Marketing Intelligence Subsystem consists of procedures and sources used by managers to obtain everyday information about changes in the marketing environment. Marketing intel-



ligence includes formal and informal procedures for the collection of information. Informal methods of gathering information include reviewing and analyzing print publications, newsletters, and other specialized magazines. Formal Methods include education research teams made up of the employees in the company, where managers assign specific tasks to obtain some specific information.

To increase the effectiveness of its marketing intelligence system, managers can take several important steps:

- Training and motivating sales to discover new trends and changes, and communicate about management;
- motivating intermediaries (dealers, distributors, and others) to pass on important information to those who need it;
- encourage networking on the external level;
- Use of resources held in public bodies and agencies;
- obtain certain information marketing intelligence through purchase by specialized research agencies.
- The use of on-line service for the monitoring and analysis of purchase behavior and consumer (client).

Decision Support Subsystem is defined as the set of collected data to be processed and analyzed by using tools and techniques that assist managers in making decisions. This subsystem works by creating a large amount of information that companies collect stored in a huge database, and then access these databases and analyzed using a variety of tools and techniques for decision support.

Subsystem of marketing research, the fourth sub-system within the MIS, an upgrade over other subsystems. The main goal of a marketing research is to undertake an exhaustive, comprehensive and longitudinal research that is conducted according to the requirements and order management, and only in cases where the necessary information can not be reached through any of the preceding sub-MIS.

Crucially important to understand how people create and use information. So important is the psychology of creation and use of information and means of access to information in general. With this knowledge we come back to the human resource management and human capital in enterprises. In other words, this means that it is the wrong approach to research that forces the exclusive use and implementation of tools and information technology resources, as well as experts in technical sciences, computer science and mathematics. It is not enough for experts who are specialists in processing and analysis data and information, and is not enough to provide modern computer equipment and software packages to solve the basic problem.

Implementation of advanced analytical IT equipment and software is definitely an advantage. However, it is not enough that the company can successfully compete with tough conditions of competition in the global environment and to be able to achieve a competitive advantage. It is at this point comes to the fore the role and importance of human resources. Qualified staff who possess the appropriate knowledge and experience in the fields of psychology, management, human resources, capable of seeing the concrete meaning, purpose and context of the collected and processed information and knowledge.

Research conducted by the Marchend and Pepard [6], interviewing over 50 international organization are in different areas of the economy, has identified a different, alternative ap-



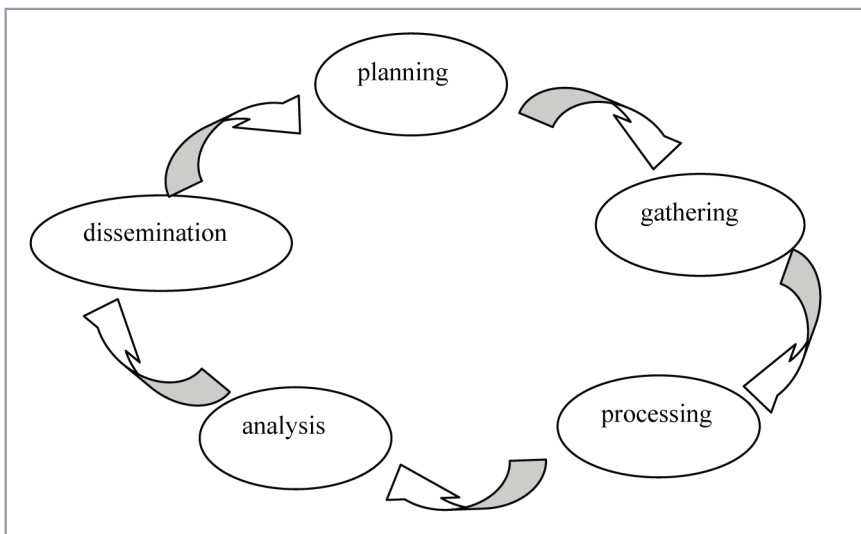
proach to the study of a large number of data and information. Instead of the application of the technology, this research has shown that companies should focus on the analysis and the efficient use of information.

In contrast to current opinion favors mainly the importance of information, the study authors concluded that the people factor that is crucial to the success of the business. Unlike IT projects, which is shorter and easier to deploy, more complex analytical projects, especially because they require constant planning and analysis-driven process, in which the critical role of human resources. Tom Davenport, in his celebrated article by Applying Analytics (Cometing on Analytics), first pointed out the importance of a wide application of analytical techniques as a factor in the competitiveness of enterprises.

All business processes are in some sense analytic process. In other words, this means that the essence of the process consists of certain interrelated phases. All phases together make up one entire cycle, which is called the information or intelligence cycle [2]. This information or intelligence cycle includes the following phases:

1. Planning and directing
2. Gathering
3. Processing
4. Analysis
5. Dissemination

Picture 2: Information / intelligence process



A common approach to the analysis of IT systems can not apply in the case of information analysis processes in a company. It is an entirely different process. Unlike IT infrastructure, which is a highly specialized and structured, and based on predictable flows and processes, management of information in the enterprise is stochastic, as a series of encounters with the



unexpected, sudden changes of variables, which course, character, and orientations are unexpected and hard to measure.

3. DEFINING A RESEARCH PROBLEM AS THE FIRST STEP OF THE MARKETING RESEARCH

The first and most important step in marketing research is to define the research problem. From this point depends on the research process as a whole. In other words, proper and timely definition of the problem that determines whether it does go into research or not. The problem is what is the focus of our analysis. Some problems do not require research, it is possible to reach an adequate solution otherwise. Other problems necessarily require appropriate research design.

The first thing that needs to be done in defining the problem is to discover whether it is necessary to do marketing research. It is not always necessary in every opportunity to do research. Marketing researchers should always keep in mind the purpose of marketing research. The research only makes sense then, if so can successfully solve some problem or light up a vague question. If you can come up with a solution without undertaking the research, then the research does not take, and that's just fine. This avoids unnecessary waste of energy, effort, resources and time.

The main task of managers is to make decisions, and the efficient and effective decision-making is only possible based on the information. Therefore, the information base that should enable managers to make the right decisions, which means that decisions are realistic, accurate, timely and efficient. A manager can not be engaged in the research, because it has to be addressed and the time function that is required of him by focusing on its core tasks: decision-making, administration, management and control.

Bearing in mind that the study serves as a basis for making decisions in the management of the marketing research is required to conduct a survey to gain access to the research, it is necessary to have a good explanation of why it is necessary to undertake research. In other words, it is necessary to analyze the problem, examine it from all sides and try to solve the problem without research. It's a job that has to do management. Only if the problem can not be solved in this way, in theory, management may make an order marketing services or to hire a specialist marketing agency to do research.

Here is the essential question of when, in what cases should start marketing research? On what basis do we conclude whether it is necessary to conduct marketing research or not? What is it that defines us need to do research?

Research should be conducted in order to obtain certain information or knowledge to which we can get if we do not carry out such an investigation. Therefore, research is only justified if it is the only way to reach certain to us essential information and knowledge. It follows that the lack of information and knowledge, what is the condition to start the research.

Managers initiate research in cases when they have to make a decision, but do not have enough information, or the information available to them are inadequate. For example, if a manager wants to introduce a new product to the market, and while there is not enough information on whether similar products already on the market, it is advisable to do research.



Or, if a manager wants to introduce new technology into the production process, and there is not enough information about how this new technology is demonstrated that the results, how much it will cost to introduce a new technology, how it will affect his business and profits, then is also urgently needed to perform research.

Now let us consider in what situations is no need for research. These are the following situations:

- If the information is already available.
- When is a good time (timing) to conduct research.
- If there are insufficient funds to cover the costs.
- If costs exceed the value of the research results.

The first case is when the information necessary to make appropriate decisions already exist somewhere in the internal environment of companies. This means that they are or can be obtained within the company. Information should be sought in one of the subsystems of MIS: a system of internal reporting, marketing intelligence systems and decision support system.

The second case is when a company undertakes research that is well-timed, and when it is not well adapted to the characteristics of products or services, or any problem that can be studied. This means that the research is carried out when it is too late for that, or, conversely, when it is performed early. In both cases, the effects are relatively small or negligible.

The third case is a situation where there are not enough funds - funds for financing costs. But this is a problem that needs to be seen before does raise the question of research. For this reason, you should make a preliminary analysis of the general plan, in order to determine the approximate costs of research and defined the necessary budget to cover the costs incurred. If our analysis shows that the costs far exceed the available resources, in this case to suspend the investigation or postpone it for another time.

The fourth case shows the situation when research costs are much higher than the value of the results obtained from the study. In other words, this is when it turns out that the costs may exceed the value of the implementation of research results. One should consider the value of the results as total tangible and intangible value to the company and its operations. For example, if we come to a result that did not clarify anything important or received us very little information, clarify and contribute to a competitive position in relation to the results that we got that we have not taken the survey, with the cost aspect of this research, it is better to give up research or to be disposed of. in this as in the previous case, it is necessary to make a preliminary analysis of the framework, which should include the total cost of the research results.

4. THE IMPORTANCE OF RECOGNIZING AND PROPERLY DEFINING THE PROBLEM RESEARCH

To the management and marketing researchers immensely important to clearly and unambiguously define the problem. A particular type of error in statistics, is a mistake in solving the wrong problem. We can make a phenomenal model, we can make extraordinary questionnaires, recruit the best staff to address, to spend the months of hard work to collect and analyze data and information to create a clear and comprehensive report, but we will not have any effect if you solve a problem that is not true. We solve the wrong problem! Therefore, the



definition of the research problem deserves our full attention and analysis researchers and enterprise management. Therefore, it is necessary to maximize engagement and comprehensive analysis of the situation, conditions and overall situation of the company is, in order to highlight what is the main problem, related problems, to identify the key factors that influence the perceived problem and found a possible solution.

The problem, when it is ascertained, and clearly formulated, representing more than half the loss. Everything else that follows the only problem is defined techniques, plan and operate. The problem is what pulls the whole study, which initiate, lead and direct, from start to finish. In the opposite case, when the problem is not defined clearly enough, when our definition of the problem is incomplete or when defining a problem that is not the key problem of marketing research is to be resolved, the entire survey is undertaken not give the expected results or the results will be worthless. From the standpoint of management, it is unacceptable to make a decision to conduct an investigation, if not previously well researched reasons and need for the study and if not properly and accurately defined the basic problem.

Identifying the basic problem that should be the basis for a marketing research process. The answer to the question: how to recognize the problem is not at all simple. There is no unique and universal way to do it. Many authors explain that the process of identifying a problem more of an art than a science.

It should be borne in mind that the identification and definition of the problem comes only after the decision was made to start the research. Management is the one who makes the decision to begin the research and he is the one who needs to identify the problem.

Identifying the problem involves a number of activities aimed at the search box or places where there is a potential problem. In other words, the manager must determine the limits within which there is a potential problem, and then to the systematic search techniques and methods and identifies the location of a critical problem.

In other words, the process of recognizing the problem comes down to the skill of finding the real source of the problem. The literature mentions only two main sources of the problem.

The first source of problems is the failure to achieve the goals. In this case, the problem should be sought in the disconnect between what we want to achieve (planned target, as determined by the desired effects or results) and what actually happened (the real effects or results). It is the gap between planned and realized.

(A) The source of the problem (an unfulfilled plan) =

Another source of the problem is the discrepancy between what actually happened (the actual effects or outcomes) and what might happen. The source of the problem suggests that the problem should be sought in the gap between potential and actual.

(B) Another source of problems (unrealized possibility) =

The first source of the problem stems from a miscarriage or an insufficient realization of the plan, and the other from a miscarriage or failure to achieve opportunities (opportunities).

It should be noted one important issue: that the problem could be identified, the company must be established a system for identifying problems. In the market there are many companies that do not have a system for tracking and analysis, which do not have a plan, or do not encourage planning and strategic approach to the business. Their business is based on an



estimate or "feel" of the chief executive, CEO or manager, company owner. It's an intuitive way of doing business, in which decisions are taken by the feel, the shortcut, ad hoc, on the criterion of urgency. Such business is unsystematic, unplanned and non-strategic. Of course, to maintain a certain degree of openness to new changes, have a sense of the changes that occur quickly and unexpectedly, that the planning and strategy for the company are not included. But, on the whole, a successful company must have a suitable, systematic and strategic approach to the market, where marketing has a very important position and role.

Therefore, such a company should have established systems for identifying problems. Depending on the source of the problem, use two different systems for troubleshooting:

- Control System (revealing the first source of the problem)
- system for the identification of opportunities (reveals another source of the problem)

The control system in the company must be designed so that management delivers clear, accurate, current, timely information about changes in the internal and external environment. This control system can be MIS. The basic function of MIS is just the company that supplies the information that formed the basis for decision-making and taking action. However, in addition to serving as an information system, MIS serves as a control system. An important function of MIS is to identify changes that could mean a potential threat and a challenge to alert management to these changes.

System for the identification of opportunities can only be one system that is directed to the future. Managers must look to the future, so be ready to surprise all of the risks created by new changes in the environment. It is proactive thinking and proactive approach to business. The management company must have an appropriate system or methodology by which it is able to predict future trends and changes in the environment and to perceive new possibilities and opportunities that may arise from these new developments and changes. Such methods may be systems: early warning system, business intelligence, competitive intelligence, and so on.

5. CONCLUSION

In this paper we show how important proper access to information that is collected and processed in the region within the system of marketing research. We emphasized the importance of the strong relationship between marketing research as part of the MIS and management. Marketing research must be part of the decision-making. The first step that needs to be explored is whether it is necessary to do marketing research or not.

The problem, when it is ascertained, and clearly formulated, representing more than half the loss. Everything else that follows the only problem is defined techniques, plan and operate. The problem is what pulls the whole study, which initiate, lead and direct, from start to finish. That the problem could be identified, the company must be established a system for identifying problems. Depending on the source of the problem, use two different systems to detect problems: a) control system (detects the first source of the problem) and the system for the identification of opportunities (reveals another source of the problem).



REFERENCES

- [1] Bennett, P. D., ed., Marketin Dictionary of Terms, American Marketing Association, Chicago, 1995., P. 169th
- [2] Burns, C. A. Bush, F. R., Marketing Research, Pearson Education Ltd., 2010. New Jersey.
3. Davenport, T., Competing on Analytics, Harvard Business Review, January 2006, <http://hbr.org/2006/01/competing-on-analytics/ar/1>
- [4] Intelligence Cycle, <http://www.fas.org/irp/cia/product/facttell/intcycle.htm>
- [5] Kotler, P., Keller, KL, Marketing Management, Pearson Education, Inc., New Jersey, 2006. page. 73rd
- [6] Marchand, A. D. Peppard, J., Why IT fumbles Analytics, Harvard Busines Review, January-February 2013, <http://hbr.org/2013/01/why-it-fumbles-analytics/ar/1>
- [7] Szalai, S., Božidarević, D., Marketing Research, Faculty of Economics, Subotica, 2009., P. 20th



NEW STRATEGIC PARADYGM IN MANAGEMENT OF LARGE BUSINESS SYSTEMS IN A DYNAMIC ENVIRONMENT

Marković Aca¹, Špiler Marko²

¹ ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia,
aca.markovic@fpp.edu.rs

² Supply manager of public company "Beogradske elektrane", Belgrade, Serbia,
m.spiler@beoelektrane.rs

ABSTRACT: Large corporate systems represent one of the most important factors both in economic system as well as in social system as a whole. They are important in many ways; due to difficult situation and economic crisis we often hear ideas that it might be necessary to make a drastical turn in operation of large companies, specially in public sector, in order to reduce losses accumulated over many years. These losses are an important but not the only indicator of business success. Despite all this, this paper is based on the idea that a drastic turn is not adequate strategy to be implemented in large corporate systems because radical changes in only one segment of a huge system could disturb other parts of that same system and bring fatal consequences for the system as a whole. Instead, this paper suggests a situative, adaptive model, with dominant application of incremental, 'step-by-step' strategic steps, in order for the structure of the system not to be disturbed. Also, apart from steps related to current operations, in certain segments of this paper we mention some factors that are absolutely out of scope of large business systems, but they would contribute on a large scale to more successful operations and, naturally, to reduction of losses.

KEY WORDS: strategy, system, transformation, business operation, paradigm

1. INTRODUCTION – IMPORTANCE OF ADEQUATE DEFINITION OF STRATEGY

Definition of best management strategy in large business systems, whether it is public, private or mixed type of ownership, has been a challenge for theoreticians over a long period of time, and it will, the way things stand now, remain a challenge in the coming period due to changes and dynamics of business environment. Managers in any large business system

¹ Chairman of the Board of PC „Elektroprivreda Srbije“, Belgrade, Serbia, aca.markovic@eps.rs

² Supply manager of PC "Beogradske elektrane", Belgrade, Serbia, m.spiler@beoelektrane.rs



must have a well-defined business strategy of growth, i.e. development of company, specially in a dynamic environment for today every business environment is dynamic. In this context management must define its business and development strategy over longer periods of time.³ This represents both a problem and a challenge in a dynamic environment as we already mentioned, and we could very well define this type of environment as – constant revolutionary environment. Constant changes in a modern world demand that we find new ways how to deal with this problematic situation of transformation of large companies. Just as time passes by and business conditions change, in the same way it is now necessary to come up with new definitions and versions of transformation strategies for mentioned systems.

Changes are unavoidable and they are our reality. Therefore, management must react in adequate way to changes and must either adapt to changes or confront them.. That is why conferences such as 'Lemima 2013' have much importance and they indeed achieve their basic mission which is to contribute, in a qualitative way, to development of theoretical aspect, both in strategic management in realtion to large business systemas and in economy and law as sciences as well. Results of research arrived at in a described way give contribution both to management and to economic science in general, but they also prepare local experts in accordance with results of the analysis in question with the aim of modeling and formulating certain elements necessary for harmonization of law legislations in mentioned areas, as well as in accordance with proposals for key elements for constant monitoring and analysis. Successful business operations of large business systems today under current market conditions mean disposing of quality resources necessary for the system to function and successful operative and strategic management directed towards achievement of company's goals. Older concepts that once upon time represented classic management and organization of a company today no longer correspond to new economic, social and business streams and they are subject to change.

The basic idea of this research is the idea of a new outlook towards existing segments of studying and defining large corporate systems, as well as definition of new, formulated paradgms and strategies of transformation of large systems in the current period. The challenge of any deeper insight into large corporate systems, as a summ of institutes and mechanisms of reaching and implementing decisions regarding distribution and consumption in a given country over given period of time, this challenge is not neglectable at all and it actually a huge motive in itself. Large systems must be overviewed and defined as a truly complex category. According to general theory of systems, each system is a summ of parts that form a functional system, connected through relations that form this system. Definition of transformation strategies for large systems must be approached in accordance with factors that influence that system. Before anything else, there are primary factors of production, socio-historical factors, and a whole set of interrelated active elements. Business system is a part of a large social system that consists of large number of subsystems, therefore, there are numerous relations between business system and other systems, business system is open, very dynamic, complex and with a large number of relations, including feedback. To perceive all tendencies that are going on in the world today, this is an important research field, all this in the area of restructuring large systems and analysis of their transformation strategies not only in developed countries but in countries in transition as well. Their empirical expertise could be of

³ A five-year period is a realistic framework.



vital importance for continuous changes in Serbian companies. Strategies of reorganization of corporations comprise a broad field of analysis that puts forward numerous dilemmas and demands to resolve a whole string of questions that are strategic, organizational, financial and technical in nature.

Constant changes in the environment, changes within ownership structure of the company, restructuring of the company and changes in financial structure, all these changes are segments of companies' business operations today. The phenomenon of public material wealth and the process of their privatization with ambivalent relation towards these things in different phases of development, all this means that we face a challenge that requires precision in strategic defining process. This issue is specially visible today, specially in countries in transition. As Serbia finds itself today in general transition, holding its breath for the final phase of the transformation of social, state, i.e. public property into private property, the issue that we mentioned becomes even more important. It is clear, therefore, how complex it must be to go into and point out all the aspects of public wealth specially in organization that are state owned, as well as all the aspects of transformation of companies tasked to manage that wealth. Having in mind that companies in Serbia find themselves in a very specific situation characterized by general lack of liquidity, losses, fear for survival in most companies, these problems gain even more weight and become even more current.

2. CHOICE OF BUSINESS STRATEGY IN LARGE BUSINESS SYSTEMS

Based on the set problem, based on ideas, sources and subject of the research, goals have a broad scientific and social character represented in the complexity of the problems to be solved by the research, and several scientific areas are involved in this, such as economy and law. It is more than clear that choosing adequate strategy of transformation and achieving the best conditions possible for functioning of the system with it must be the goal of the whole process. It is necessary, as much as possible, to contribute to creation of favourable conditions for future successful operations and company growth, but it is also necessary to evaluate effects of changes in productivity, employment and cost of labour that will in the future period materialize both in Serbian as well as in all the other companies.

2.1. Not possible to define a uniformed strategy

Initial idea in search for best business strategy of large corporate systems logically has its sources in the necessity to define a single, adequately implemented strategy that is, at least, first among others. Still, when we analyze all strategies applied in modern economic and management science, and keeping in mind the above mentioned facts on dynamic business environment and modern market conditions, the following thesis becomes obvious: it would be wrong to define a single, ideal strategy to be implemented in the whole group of business systems or in all the business systems.

In order to arrive at the mentioned hypothesis, whether through strategic analysis of general and special goals of large business systems, whether through analysis of external environment or through internal environment, a theoretical framework for creation of strategy at the busi-



ness unit level was made. All this in order to have preconditions for creating a strategy for a large business system, or in order to perceive this through the prospective of international strategy or digital business operations strategy, etc. All this is a precondition for implementation of a certain strategy in a large business system, strategy that would encompass: strategic control and corporative management, creation of efficient organizational design, creation of an organization willing to learn, creation of an organization that is ethical in nature, as well as creation of new business enterprises. But, in order for us to reach the point of implementation, it is necessary to set up a strategic paradigm. Also, it is necessary to do it in the best possible way, in accordance with needs and abilities of given business system.

Strategic definition and selection of adequate strategic option in a dynamic environment are crucial decisions for company's business operations, and these decisions are reached after thorough analyses. Basic strategic options in large business systems we must divide in the following way: so called defensive, reactive and proactive strategies, or three so called 'strategies fronts.' Defensive strategies are: status-quo strategies, strategies of minimal growth, pause strategies, caution strategies, strategies of cost leadership, strategies of differentiation and focus strategies. The following strategic options have defensive connotation: downscoping, desinvesting and liquidation. Large systems are forced to implement defensive strategies during recession and crisis, but also when companies face liquidity issues. It is then necessary to strengthen working capital. When companies face problems with roots deeper than those, then they undertake closing of certain side activities; they also undertake same actions when managers feel that they should in a way 'cocoon' in current level of development. If results do not become better over a longer period of time in a large business system, internal efforts should strive towards sanation, often with support from banks and eventually government. The so called secondary strategic front or reactive strategies comprise the following: downsizing⁴, upsizing⁵, downscoping⁶ strategies, reinvestment strategies, accumulation of profit strategies or strategies of liquidation of large systems.

Such strategic modality goes for situation when management are pleased with business results and then they select stable strategic option with elements of constant growth. At the same time, management react to changes in environment and adapt to them because it only logical to expect on a yearly basis at least same growth rate in same business areas (similar products in similar markets.) Proactive strategies from the so called 'third front' and they comprise strategies of vertical integration, diversification, turn-based strategies, etc. The strategies options mentioned are linked to changes motivated by desire on the part of management of large companies to proactively react and foresee potential situation, i.e. to react in advance. This type of approach is related to potential diversification, and as a strategic option it represents a decision that seems attractive, but there are numerous limitation linked with implementation of this strategy, specially in large systems. This approach mainly goes for potential divesification. As a strategic option, this approach is a proactive decision, but there are also numerous limitations in connection with its implementation, specially in large systems.

The essence of an adequate strategic framework in a large business system as a rule is based on the assumption that there is one, best model of strategy for the whole area of research. All

⁴ "Downsizing" business systems strategies

⁵ "Upsizing" business systems strategies

⁶ Downscoping business systems strategies



the strategies mentioned above must be applicable for operations of large business systems, but, after a thorough analysis, neither of them can be selected and defined as – first among others. Instead, large corporate systems due to their complexity and due to environment in which they perform their operations today should select a compromise as a solution as well as an alternative strategic option that will encompass all the best qualities from previously mentioned strategies.

In this regard, the main thesis promotes suggestion of constant incremental 'step-by-step' changes that large business systems implement in the view of the situation they face. Large business systems are slow and huge organizations, therefore it is practically impossible to impose a certain strategy and implement it. Not only is it impossible to implement it all the large systems, but also not in one large system as a whole or in all its parts. Because of their size and complexity, large companies should not be advised to 'divert' from the course in a certain direction because such huge structures could potentially be destroyed by such actions. The main starting point, therefore, lies in the fact that large companies must not be advised to implement one single – uniformed – strategy for all. Instead of this, large companies, just like like huge ocean-going ships as explained in one example, must constantly analyze their environment, strategical adapt to that environment and through incremental 'step-by-step' changes transform themselves and adapt to a dynamic environment where they, no doubt, find themselves.

Large systems, i.e. large companies shall, in accordance with the situation they face and within their business policies for the coming period and their business activity define, adopt and implement the strategy of transformation they feel is closest to their needs. Naturally, the need for constant, even incremental changes is never in question. In accordance with general hypothesis, there are certain special hypothesis that logically stem from the general hypothesis and are based on the following assumptions: constancy of transformation process is caused by and initiated by changes that come from environment, but also by internal need for improvement on all levels. A large business system might wait for external changes and events, but it is better to react proactively and to face the changes in environment instead of waiting for consequences of those changes. In accordance with this company shall define the strategy of transformation that is most applicable. Numerous strategies are define within the process of business activity. It is clear that they differ among themselves in the highest possible degree. Having said that, it is obvious that their results cannot be identical, i.e. they cannot bring the same level of changes within company. It is actually the idea of this paper that relevant strategies should be defined, evaluated and represented in the best possible way, and a company should select among those strategies one that should be the best in accordance with company's activity and business policies.

2.2. Situation model in strategy definition

It should be mentioned, that there must be a significant level of corelation between quality of strategy choice and transformation, and that a successful transformation of large business systems can be achieved through adequate strategy under the condition of dynamic environment, permanently revolutionary in nature. It is, therefore, very important to analyze in detail a large number of mentined strategies of transformation and their implementation in large



business systems and to prove that way that there actually is a large number of strategies of transformation (on various levels) that are applicable to large business systems, and it is up to the management of large system to choose the best one in the given moment, i.e. to choose the strategy that is most adequate and to the point. In accordance with mentioned hypothesis, we should put forward another hypothesis based on the assumption that by studying certain transformation models both in developed market economies and in economies in transition we can make a concept of a successful transformation of large business systems in Serbia. From the research hypothesis that we mentioned it can be concluded that large business systems, i.e. companies, in accordance with the situation they face and within the framework of set business policies for the coming period should define, adopt and implement the strategy of transformation that seems most logical to them in the given situation, without questioning, naturally, the necessity of constant, if nothing else incremental (but also sizable) changes within the organization.

.Large business systems are defined and viewed as an extremely complex category. . According to general theory of systems, any system is a sum of parts that make a single functional system, bound together by relations that form that system. The process of defining strategies of transformation of large systems should be approached in accordance with all the factors that might influence the system. First of all, there are primary factors related to basic activity, human resources, finances, organization of large systems, management, production, socio-economic factors, and a whole set of interrelated activity elements. Management of transformation of large business systems that has a large number of subsystems and is a part of the whole social system is strategically defined by a large number of interrelations between business and other subsystems, i.e. as an open, highly dynamic category, very complex and defined by a string of numerous correlations. An important research field is also the attempt to make an overview of tendencies that go on around the world in the area of reconstruction of large systems and analyses of strategies of transformation of those systems, not only in developed, but also in developing countries. Their empirical expertise might be of great importance for coming changes in Serbian companies. Strategies of company reorganization comprise a wide field of analysis that puts forward numerous dilemmas and requests to resolve a whole string of issues that might be strategic, organizational, financial or technical in nature.

2.3. Importance of decentralization and professionalization of large systems and public sector

Large systems both in our country and in the region face a whole string of problems that must be resolved in the coming period. They must overcome this whole string of problems and 'baggage' from previous period, and this, before anything else, means huge lagging in investments, inadequate organizational company structure, human resources and company management. Preconditions for this are, most of all, information, telecommunication and computer technologies, but also, naturally, adequate economical approach as an important precondition for decentralization. Large companies cannot be managed successfully if they are not decentralized. That way responsibility for company's economic success is strengthened, and manager of middle and operative level get more authority and more responsibility. This is why companies run in such a managerial way are – successful.. At this point it



is necessary to define the importance of decentralization of responsibility. But there is no responsibility in the lower levels if there is no delegation of authority. This way, centralization of authority naturally gives alibi for centralization of responsibility.

This paper emphasizes the importance and role of strategic management in modern business conditions, where the strategy itself is the essential decision, so that modern, strategic management must be understood as a process that as a centre has strategy, i.e. its phases of formulation, evaluation and implementation, and this as a concept is placed in two parts: preparation of decisions (planning component) and implementation of decisions (action component). Here we must mention a very up-to-date idea of engaging professional managers, able to lead complex organizations, such as those organizations that are the subject of this paper. But, emphasis should not be only on the need to professionalize things, but specially on constant creation of new generations of capable managers.

The importance of public sector cannot be overstated, i.e. the importance of the fact that a large number of business systems operates in public sector, i.e. public companies still constitute a sizable segment of business systems in our country. There is increased interest in economic and business aspect of public sector in the whole world. In Serbia and the region the issue of economic movements in public sector has a special meaning, keeping in mind the fact that public sector disposes of almost half the gross domestic product, and public sector is the one that directs decisions within national economy and population. Further, the problems is aggravated by inadequate economic growth, issue of sustainability of trends that support growth today (personal consumption and state investment infrastructure) and by politically-induced loss of time in joining European Union (which itself goes to a crisis with uncertain outcome). Analysis of domestic public sector model, monitoring of positive experiences around the world and their cautious adaptation to domestic needs are a key issue.

3. CONCLUSION

This paper is an attempt to handle the problems of transformation of large systems in a new way. As the time goes by and conditions in which operations are done change, so it becomes necessary to have new definitions and version of the strategies of transformation of mentioned business systems. There must always be changes, it is unavoidable and it is reality. Therefore, management must, in adequate ways, react to those changes and adapt to them or confront them, as need might be. That is why this paper, like many similar papers, should in a qualitative way contribute to development of theoretical aspect of strategic management, in relation to large business systems and to economic science in general. The result of research should represent the contribution to management and economic science in general, specially to strategic management as a separate area within those two. Finally, contribution should also be the following: instructions to domestic expert public opinion in accordance with results of given analysis, formulated elaboration with the aim to model and perform certain elements necessary to harmonize legislation in this area, and suggestion of key elements for its constant monitoring and analysis. The following arguments show social importance of the above facts: evaluation of strategic and economic aspects of management of large business systems is necessary, first of all because of its importance for population employed in those areas (it



is, no doubt, large population), as well as for those supported by mentioned population, and last but not least for economy and society as a whole. The scientific importance of this paper is represented by the the application of adequate science-research models and techniques to elements of strategic management and constancy of transformation within large business systems; further, it is represented by the fact that it is necessary to define adequate planning, management and running of any important segment of a socio-economic system.

By defining the most adequate strategy in large business systems we actually search for the most adequate strategic solution, i.e. strategy that will be the best response for not only market challenges but for constant operations under crisis. In this context, due to constant, cyclic occurrence of periods of crisis, we must face the following obvious question: when did the crisis actually begin and how long will it last. This is a basic question and without it we cannot begin to solve the crisis, i.e. form an adequate reply to crisis. In this regard we feel it appropriate to suggest the following quotation: 'Public finances must be healthy, budget must be balance, public debt must be reduced, we must fight against and oversee arrogance of government administration, we must reduce help for other countries in order for Rome not to become bankrupt, people must work instead of live of help from state.' Ciceron wrote these words 55 years before Jesus Christ was born. So, the crisis has been going for 2065 years and it looks it will be going on at least that long. Therefore, for this reason, large corporate systems must understand that 'constancy' is the key word when defining your own strategy and, in this regard, they should make a concept of their own policies.

REFERENCES

- [1] Adižes Isak: *Upravljanje životnim ciklusima organizacije*, Adižes, Novi Sad, 2004.
- [2] Bajec Jurij: *Savremeni privredni sistemi*, CID Ekonomskog fakulteta, Beograd, 1998.
- [3] Gogan A. Patrik: *Integracije, akvizicije i restrukturiranje korporacija*, Prometej, Novi sad, 2004.
- [4] Gouillart J. Francis, Kelly N. James: *Transforming the Organization*, McGraw-Hill, New York, 1995.
- [5] Jeknić, Špiler: *Javno-komunalna preduzeća – strategija izlaska iz krize u periodu globalne krize*, Beogradska poslovna škola, Beograd, 2009.
- [6] Kasio Vejn: *Orgovorno restrukturiranje*. Prometej, Novi Sad, 2004.
- [7] Kostadinović Svetolik: *Međunarodno poslovno pravo*, Ekonomski fakultet, Subotica, 2004.
- [8] Koter P. Džon: *Vođenje promene*, Želtnik, Beograd, 1998.
- [9] Marković Aca: *Holistički koncept menadžmenta javnog preduzeća*, JP Elektroprivreda Srbije, Beograd, 2000.
- [10] Marković Aca, Vučenović Vojislav: *Izvorišta majstorstva menadžera*, JP Elektroprivreda Srbije, Beograd, 2002.
- [11] Mašić Branislav: *Strategijski menadžment*. Univerzitet Braća Karić, Beograd 2001.
- [12] Milisavljević Momčilo: *Savremeni strategijski menadžment*. Megatrend univerzitet primenjenih nauka, Beograd, 2005.
- [13] Mintzberg H. i drugi: *Strateski safari*. Prometej, Novi Sad, 2004.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- [14] Senge Peter: *Fifth Discipline - The Art and practice of the learning organization*, New York, 1990.
- [15] Špiler M.: *Strategijski menadžment velikih poslovnih sistema*, Tronik dizajn, Beograd, 2012.
- [16] Špiler, Jeknić, Jorgić: *Altertransition anex: Issuing and investment in corporate bonds of public enterprises in Serbia*, ANTIM, Tara, 2010.
- [17] Stiglitz E. Joseph: *Ekonomija javnog sektora*. Centar za izdavačku delatnost Ekonomskog fakulteta, Beograd 2004.



THE EFFECTS OF EDUCATION FOR DEVELOPING ENTERPRENURIAL COMPETENCES

Migulovska Andrijana

Institute for Sociological, Political and Juridical Research, Skopje, Macedonia, a_
migulovska@yahoo.com

Abstract: *Identifying and nurturing entrepreneurial potential among employees can have long-term implications for economic development. Our own experience, objective indicators, reactions of certain stakeholders, talk about some failure to expectations, lack of motivation for innovation, a relatively large amount of resistance to change in spite increasing trend of attempts to entrepreneurial behavior. It's a rare picture of an of entrepreneurial organizational culture especially in state institutions, except some individual projections that usually quickly merge or end out of state. This research concludes that entrepreneurship education can affect competences commonly associated with entrepreneurs among employees. Specifically, an employees with training in entrepreneurship or participating in enterprise activities have greater overall entrepreneurial competences, higher achievement motivation, more personal control, and greater self-esteem than a comparable cohort.*

Key words: *entrepreneurial learning, entrepreneurial competences*

1. INTRODUCTION

Although the roots of enterprenurial learning are located somewhere in the organizational learning, which with the changes ,sometimes imposed or initiative, it is evident or less established, but the enterprenurial learning as a state, is soon to be gone. The need of developing enterprenurial competences among employees in general, does not encourage us to act creatively in a direction of identifying the needed conditions, criteria and requirements, and at the same time, showing the wanted directions of the future organizational acting.

The literature on entrepreneurial characteristics has included a number of variables that address psychological attributes, personality, attitudes, and behavior. Some of these variables are loosely coupled elements of the individual, but not necessarily interchangeable. To avoid a lengthy theoretical discussion to make these finer distinctions, this study groups them generically as entrepreneurial competences. Although prior research has debated whether entrepreneurial competences are innate, recent findings support the idea that psychological attributes



associated with entrepreneurship can be culturally and experientially acquired. Personal factors such as prior experience as an entrepreneur and contextual factors such as job displacement have limited applicability to entrepreneurial propensity among employees. The purpose of this study was to investigate the effects of entrepreneurship training on the entrepreneurial competences of employees.

2. PROBLEM FOKUS

The development of entrepreneurial talent is important to sustaining a competitive advantage in a global economy that is catalyzed by innovation. The role of quality entrepreneurship education and training in identifying and nurturing this entrepreneurial potential among employees is becoming apparent to employers, policy makers, and educators. Research has theorized that the supply of entrepreneurs can be increased by developing a positive perception about the feasibility and desirability of entrepreneurship through educational preparation at the beginning of the employment.

When rooted in solid learning theory, entrepreneurial education develops entrepreneurs, by increasing business knowledge and promoting psychological attributes associated with entrepreneurs. There are several basic streams of literature related to the effects of entrepreneurial education and the strategies for organizational development. First, there is a well established body of research on the psychological characteristics associated with entrepreneurship. Secondly, there is learning theory associated with program content and the pedagogy of entrepreneurial development programs. Thirdly, there is empirical evidence supporting entrepreneurial education as an intervention tool for impacting adult attitudes toward entrepreneurship. Also, there is research related to employee awareness and attitudes about the social and economic desirability of entrepreneurship as a career option.

Consequently, this study is an attempt to analyze the following research question: Does entrepreneurial training of employees affect attributes commonly associated with entrepreneurial potential?

After establishing a theoretical framework for entrepreneurship pedagogy and entrepreneurial competences, results from a study of 200 employees in non-profit organizations were used to address whether entrepreneurship education is an effective intervention strategy.

3. CONCLUSIONS

There have been many claims that entrepreneurial training and enterprise creation, as an intervention strategy for employees, has positive benefits. This research provides empirical evidence to support these claims, finding that a composite of entrepreneurial competences was significantly greater for employees engaged in entrepreneurial training. In general, these results support the theory that entrepreneurial characteristics can be affected by instructional and experiential intervention. Furthermore this research suggests that entrepreneurial characteristics are universal, by extending this theory to employees. Comparing similar treatment



and control groups, the results specifically indicate that employees receiving entrepreneurial training have higher motivation to achieve than a comparable cohort. These findings suggest that by providing entrepreneurial training at the beginning of the employment, the need for achievement could increase. Since a link between achievement motivation and entrepreneurial propensity has been established, this intervention could affect self-employment tendencies as an adult.

The results reveal that the employees trained in entrepreneurship had a higher sense of personal control and self-esteem than a comparable cohort. These factors are very important in the short-term behavior of employees and the likelihood of avoiding non-effective behavior towards the given tasks. An employee with more personal control is less likely to make non-effective decisions. Employees who received training demonstrated higher scores on innovation than a comparable cohort. What is important to note is that entrepreneurship education alone, did not impact innovation. This paper presents the initial findings of this study related to the effects of entrepreneurship training on entrepreneurial competences.

REFERENCES

- [1] Alvarez, A. Sharon: "Two Theories of Entrepreneurship: Alternative Assumptions and the Study of Entrepreneurial Actions", Now Publishers Inc., 2005
- [2] Audretsch, B. David: "Entrepreneurship: A survey of the Literature", Institute for Development Strategies, Indiana University and Centre for Economic Policy Research (CEPR), London, 2002.
- [3] Burns, Paul: "Entrepreneurship and Small Business", Pelgrave, New York, 2001
- [4] Bechard, J.P. & Toulouse, J.M. (1998). Validation of a didactic model for the analysis of training objectives in entrepreneurship. *Journal of Business Venturing*, 13(4), 317-332.
- [5] Begley, T. & Boyd, D. (1987). Psychological characteristics associated with performance in entrepreneurial smaller businesses. *Journal of Business Venturing*, 2(1), 79-94. Boone, L.. *Quotable Business*. Random House. 1999
- [6] Corbett, S. Andrew: "Recognizing High- Tech Opportunities : A learning and cognitive approach", http://www.babson.edu/entrep/fer/Babson2002/II/II_P2/P2/html/II-P2.htm
- [7] Calaprice, A.. *The Quotable Einstein*. Princeton University Press. 1996
- [8] Djankov, Simeon, Rafael La Porta, Florencio Lopez- de- Silanes, and Andrei Shleifer, The regulation of entry, *Quarterly Journal of Economics*, 2002, 117, 1-37
- [9] De Bono, E.. *Lateral Thinking*. HarperCollins. 1970



KEY OF THE SUCCESSFUL EFFICIENCY IN THE ALLOCATION OF SERVICE REOURCES IN THE LIGHT OF SUSTAINABILITY

Sanja D. Mikić¹, Irina Somina²

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
sanja.mikic@fsp.edu.rs

²Belgorod State Technological University, Belgorod, Russia

Abstract: "In order to overcome this crisis there is need for the spiritual forces that are capable to fight with evil, there is need for the free minds, sharp - sighted and far - sighted with new creative ideas."¹ „History of the science is the process of the insight disproving that has been inviolable..."²Contemporary economical development consists sustainability which is permeated with ecological aspects. On the other side there is the concept of privatization and liberalization of the market that is getting other dimension, today. The market economy is developing as the ground for successful allocation through its own mechanism.

Key words: x-efficiency; allocation; internal market; technology; services; privatization.

1. INTRODUCTION

The concept of sustainable development looks like it is on the conscience of many world leaders. Failure to comply with the rules of sustainable development leads to negative economic growth. Also despite of the other resources, the natural capital that until recently was not taken in the national accounts should be considered. Recognition of the problem is the way for enforcing policies for sustainable growth and development, it is a loyal competition among other that can do as much as in terms of healthy and proper resource allocation whose key lies in the ownership, management and discounting of risk that is adapt to new conditions. Companies that can not adapt to changes are doomed to fail in order to emphasize the prominent economic theorists. The competition, which has promoted deregulation and privatization of public enterprises with the intention to create a competitive atmosphere, is now gaining the strength. Vertical disintegration of the supply system leads to organizational changes in terms of, say, tax-funded services. Specifically tax funded services have found themselves

¹ I., Iljin, The way of spiritual renewal, Logos, Library Russian God seekers, Belgrade, 1998.

² LJ. Madžar, Economic policy temptation in Serbia, Sl. Glasnik (Official gazette), Belgrade, 2011., pg. 222.



in the market by tender. So the market is divided into services funded services and user services financed taxes. Coordination and competition have become the two basic terms in the characterization of allocation efficiency. Allocation mechanism should provide a sufficient amount and quality of the overall supply and market deregulation is expected sequence of events.

Strong competition allow comparative advantages, such as: strategic geographical position, favorable climate for investment and business, tax and financial incentive systems, highly skilled staff, modern legal framework, excellent infrastructure and regional accessibility, modern telecommunications systems and numerous cultural, entertainment, sports and recreational facilities. Also, implementation of innovation should serve as a good example of achieving competitiveness. Innovations are an intangible capital for the growth and development of a country with a positive trend of research and development projects.³ American Nobel laureate in economics and professor of macroeconomics at the University of Columbia, Joseph Stiglitz believes that the need for new ideas for a new world. "The system of indicators for inter-state analysis of an innovative system which has been proposed by the EU Commission Directorate-e, are human resources (university staff in the field of science and technology, employees with academic degrees and qualified engineers, employed in the production of hardware and software and working in the field of high-tech services), production knowledge (state universities, private universities, the number of patents in the field of high technologies and their applicability to a million people), the distribution of knowledge (market players) and innovation (investments in technology companies, by market capitalization, number of Internet users per 100 people, the size of the IT market ..)."⁴

Competitiveness in addition to technological aspects of a bureaucratic aspect that includes specific measures and policies of economic and tax policy, reorganization or decentralization of public services, and the ability to involve the private sector in partnership with the public sector as well as shares functional integration and cooperation among regions in Europe and worldwide.

In the section titled Objectives in allocation efficiency and X- efficiency is being spoken about budgetary allocation of resources through taxes, which will be at the forefront been answered through the Laffer curve, while in the section entitled Ecological aspects of resource allocation is to be spoken of environmental awareness in the country of the relevant factors and the so-called Ekonavigator and finally concluding remarks we will basically make recommendations about which direction according to this volume the economy should be led and what are the key points of economic policy.

³ New Building Blocks for Jobs and Economic Growth: Intangible Assets as Sources of Increased Productivity and Enterprise Value, Report of a Conference by Athena Alliance, 2011.

⁴ Doroshenko, Yuri, Somina, Irina, Radosavljević, Života: National innovation system: the fundamental approaches to definition and evaluation. *International journal of economics and la*, Vvol. 1. No. 2, FORKUP, Novi Sad, August 2011, pg. 26-27.



2. GOALS OF THE EFFICIENT ALLOCATION AND X-EFFICIENCY

"All the goals of efficient operations are reflected in the achievement of sustainable growth and development of the system-holistic approach."⁵ Allocation efficiency implies that one should only produce those goods and services that are desirable in the market and for that are therefore there high demand on the market. The marginal costs have to be equal marginal revenue. The social surplus is maximized or utility is equated with the cost which is equally applicable to other concepts.

Principles of rational choice, individual maximization, utilitarianism and market theories allow comparability of different combinations and choices on the market. Allocation policy is effective as long as revenues exceed costs. Efficiency is also applied in engineering (engineering is the application of scientific, economic, social, and practical knowledge, in order to design, construction and maintenance of structures, machines, devices, systems, materials and processes). It is necessary to achieved the optimum balance between cost, quality and time. Speaking of allocation efficiency we mean the financial aspect of the allocation of funds in the market, while in terms of allocation of natural resources, we can look at the environmental resource allocation even if this is already contained in the financial context. Compromise means that there is an optimal spatial structure with market constituents. Services are funded from tax revenues through a system of public expenditure.

In modern countries, about two-thirds of the total resources produced in the formal sector is allocated by the market mechanism while one-third of resources is allocated by the central and local budgets. Increased tax revenues are more than ten times during the twentieth century. The main task of economics as a science and its sub-disciplines is to resolve the question of the methodology and the distribution of these resources in such equitable manner. There are two ways to allocate tax revenues, as follows: allocation based on annual revenues and the allocation on the basis of certain tax revenues, especially as a solidarity fund. For example taxes of petroleum products go into a special fund for the rehabilitation of roads and thus form a special section dedicated to social finance for the construction of road infrastructure. "Where the invisible hand can not regulate the market there is appearing visible hand."⁶

Decentralization of power applies to decentralized public finance and meritorious services in the budget. Delegating responsibility has an impact on the satisfaction of needs according to the principles of public top-down and bottom-up methodology.

Theoretically top-down approach in the economic literature has been initiated by various schools of economics, but gained in importance especially when the famous economist D.A. Achaer explained significance of the top-down method what is the beginning of it practical application.

Modern economy is clearly based on the principles of service economy. Added value that is recorded in the account services increases national output by more than 80%, which is a fascinating figure. Changes in the economic structure and mode bring their heritage with them. Economics of the demand side becomes dominant in the service economy such as the economy today. Besides of the demand there is of great importance in the economic analysis

⁵ Aca, Marković, Holistic management approach, EPS, Belgrade, 2010.

⁶ J., Owen, Jansson, Economics of the services, Edward Elgar, USA, 2007. pg. 251.



the costs that determine the marginal user cost and therefore are another important factor in the so-called service economy through the theory of x-effective marginal price theory. The three biggest enemies of a successful allocation are common property, discounting followed by high inflation and the effects of risk. In order to avoid negative effects of the mention above there is need for the following:⁷

- To play in safe mode, if there is need to change the policy immediately;
- Wait until the danger has passed, future studies will clarify the situation and thus indicate the necessary further steps;
- Let things run their course, the market economy itself will respond as appropriate, the development of science and technology will give the answers for the future needs;
- Armageddon.

Allocation policy aims to reach the criterion of efficiency through pricing and investment policy of discounting. It is not the same value of 1000 euro this year and the future value of the same year, in fact it is the interest that divides this amount, and the same discount rate has a different value, assume that the discount rate is 10% then the value of that money is now equal to the amount of 909,09 euro. Also 1000 euro for ten years has a value of 385.54 euro today, and 100 years for the same amount of value is 7 cents today, so today's and tomorrow's value is not the same value in the economy as a valuable asset that is discounted so when you sell a commodity at grace we are automatically at a loss because the value today is another one tomorrow's value.

"Discounting is a natural procedure in financial analysis, although it is very difficult to determine the real discount rate in practice."⁸ Therefore, it is necessary to conclude that the main factor, management resource and overall business success is **the time**. If we take into account the changes in tax policy that changes its focus from income tax in the base product to differentiated base this tendency is growing. The value of the marginal product is below the cost of wages in the service sector. By shifting the process of taxation from the income to products, the demand for services is growing as a result of the economic efficiency requirements applying. It can be said that the current allocation of resources, is more in line with consumer preferences than in accordance with the postulates of the welfare state.

This proportion is growing in line with the relatively high income elasticity. Shares in these services is also growing, with a note that the increase of quality of services are becoming increasingly financed from the budget. Liberalized economy involves changes in the area of tax policy, financial markets, commodity markets, especially the market for services and labor markets. Tax policy involves reducing of the highest tax rates, expanding the tax base, reliance on two major taxes, income tax and sales tax. In the markets for goods and services, liberalization is expanding the concept of deregulation what is along with the privatization accelerating of the public enterprises. In financial markets it is expanding the process of the international capital free movement. In the labor market on the other hand we have an individual approach to bargaining and supply, imbued with the industrial policy measures: subsidies, grants, tax breaks, selective tax policy.

⁷ R. Constanza, The science and management of sustainability, Ecological economics, Columbia university, NY, pg. 324.

⁸ same.pg. 324.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

Country is solving the problem of contributions and expenditures. Additional users of public services are not excluded from their use, although if they do not participate in the cost, that is known in the theory like positive and negative externalities (see the book of Macroeconomics Gregory N. Mankiw, 5e). The welfare state is always placed emphasis on equality. In large there is affirmation of an individualist economic paradigm (liberalism), which is based on market competition and the main instrument is the existence of private property, which improves living standards. The process of transition, which is the basis of privatization as a fundamental postulate of economic policy followed by poverty that is incompatible with sustainable development and welfare state, too. In connection with Strategy of poverty reduction it should be noted that Strategy is required by the International Monetary Fund and the World Bank.

To solve the problem of sustainability we need to know the following:

- We need to recognize the problem;
- We need to understand the forces that are responsible for the un-sustainability and
- We need to bring the strategy for overcoming the problems.

It is also necessary to raise the awareness of all relevant factors, bankers, engineers, politicians and the general public about the importance of sustainable concept with all its aspects. The concept of resources is very complex and includes physical, biological, social, economic and political components. There is need for the interaction between of all these components in order to achieve appropriate, successful and financially viable concept of sustainability.

"Natural capital is by definition equal to the depreciated value of future benefits that derive from the using of the resources. Owner of resources will be fully aware of that value in the endeavor to maximize its value for future generations in order to come to positive economic growth."⁹

At the question: Whether, and how it is desirable economic development, professor of the Economics at University in Belgrade, Ljubomir Madzar replied: "The question of the desirability of economic development here is in the first line posed in its broader, more comprehensive version. It is, in fact, the question about the desirability of whole bunch of desideratum which is known to occur as a result of the development and that development is the only way and method for desideratum to be provided. Consider the desirability of economic development means to tackle the assessment and evaluation of a wide range of desideratum, some economists are trying to access their categorization related to broader dimensions according which those are grouped into a wider generic class. Todor¹⁰ introduces three such categories:

1. The persistence,
2. The realization of creative potential and self-esteem and
3. Freedom.

The persistence implies the existence of supply livelihoods. Self-esteem implies among other things that a human being is a personality in the Kantian sense should always to be treated as a goal, never as a means. Freedom is so large and so widely accepted value that does not require special comments."¹¹

⁹ *Ibid*, pg. 329.

¹⁰ Todor, Michael P., Economic development, Longman, NY, 5e, 1994. pg. 17.

¹¹ Lj., Madzar, Planning hrestomatia, Theory of the production and economics growth, Federal secretariat for science development, Belgrade, 2002. Pg. 69-70.

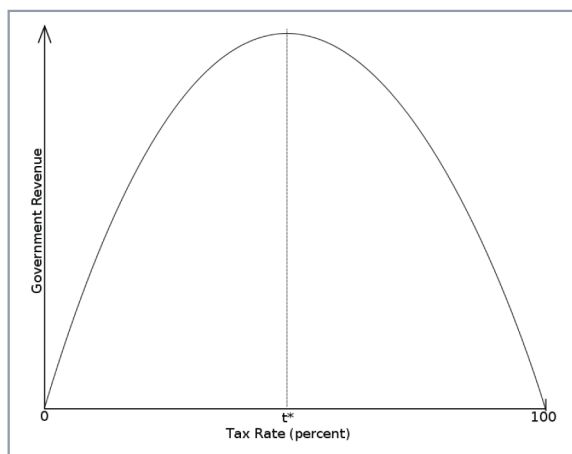


Eligibility of labor force, capital, infrastructure and quality of education system are definitely determinants of national competitiveness. The environment (state, society and culture) is also important where innovation creates demand and supply. In order to be productive in economy employees should be educated, safe and healthy to have decent housing and also should motivate them with feeling that they have a chance to go further in its own career.

Bigger investment in education budgets, in knowledge, human capital, development at the company level, are very important basis for competitive advantage of countries and companies today. Competitive advantage of the state can be improved by investing in knowledge and education. Global competitive index shows dependence of the development on the knowledge and education. Countries that invest more in education have a higher GDP and vice versa, countries with higher GDP invest more in education.

It can be added here one extract from the book on the Economic growth of the professor Ljubomir Madžar¹², the following: "Technological progress is a process of the productive combinations expansion and changing their composition at the principle level which is the basis for the production combinations and abstract technology defining, as a way of articulating their properties where introduction of technical progress does not change analytical basis on which the technology is modeled. There is another way of the geometric representation of alternative technologies. They are mostly brought down to formalized by presenting of the alternatives in the form of so called isoquant. The most often, technical progress is moving isoquant to coordinate point, the origin. Generally speaking it means, without the need to articulate in detail all the sub-variants, that the same level of the production can be encouraged with decreased engagement of the resources."

Chart no.1 Laffer curve¹³



¹² Lj., Madžar, Planning hrestomatia, Theory of the production and economics growth, Federal secretariat for science development, Belgrade, 2002. Pg. 340-343.

¹³ <http://en.wikipedia.org/wiki/File:Laffer-Curve.svg>



It is mentioned in introduction part the Laffer curve, so let it briefly sum up, in fact it is a concept of increasing tax revenue, this curve is growing up the steady state point, from that point there is the declination of the curve what is the consequence of the market mechanism: From the picture it can be seen clearly that the relationship between income and taxable income during the time is disproportional, revenue growth due to growth taxes and opposite, therefore reduce tax revenues due to reduced taxes, therefore, it is a clear relation between the rational tax rates and tax differentiation on general and specific level.

3. INTEGRATIVE PROCESSES AND DEREGULATION OF THE MARKET

American economist of Ukrainian origin Libenštajn Harvey (Harvey Leibenstein (1922 - 1994), provides a major contribution to economic theory, the theory of X - Efficiency. This concept refers to the efficiency of the process of creating and creations. If the firm produces the maximum output use of existing resources, particularly technology, then we can say that this firm is technically efficient.

It should be noted that the state is, not so often, in the role of monopsony, because it buys goods from private manufacturers and distributes them to its customers. In some cases, these goods are subsidized and partly are covered with transfers. So, there is disintegration of integrative system where on the one hand are the private sector producers and on the other hand, we have the state that distribute them, but how these systems are essentially inseparable, then we just change the title, in which private companies should be regulated more than ever, despite modern trends.

"In a democratic society, today, there are a number of limitations. Ignoring these limitations, in science means giving wrong recommendations and quite authentic impingement of the canons of the profession."¹⁴

Suppose that the energy limitations will be overcome in the future by nuclear fusion (Economic biases against sustainable development)¹⁵, that's the achievement of the scientific progress, and ultimately better off in every way for the society, that is why we invest in science and all the forces that will make us improved in each sense. "Population growth and technology provides the background of the exploiting resources possibilities in general. On the other hand, technology also has the potential to increase the benefits we receive from nature, the resources can be used more efficiently, pollution can be reduced and controlled through ownership management. Specifically, earlier approach of human to the natural resources is no longer adequate. The transition from the old to the new philosophy of behavior and access to resources, will require a change of institutions and methods of management of resources."¹⁶

In terms of human resources, we can take the example of public procurement. What is crucial here is the precision that one has to show as well as responsibility in accordance with the position of charge. So, the key of the success can be a **combination of creativity and re-**

¹⁴ LJ. Madžar, Economic policy temptation in Serbia, Sl. Glasnik (Official gazette), Belgrade, 2011., pg. 215.

¹⁵ R. Constanza, The science and management of sustainability, Ecological economics, Columbia university, NY, str. 320.

¹⁶ Same pg. 321.



sponsibility. It is very common situation where private sector provides public goods which are financed by the transfer, tax expenditures or subsidies funded to meet the needs of the relative merits. Commercialization becomes a mechanism to place the merits services and public goods which are financed by taxes. In that way commercialization contribute to the efficiency of satisfying needs. The general opinion, which is even approved from the European Commission has confirmed that the consumption of public services such as the transport, be more efficient if the same freely sold on the market or if it has been providing these services privatized.

Even in cases of natural monopoly it is considered that it can achieve better business results in the private sector than it is the case in the hands of public sector. Status of the meritorious goods are therefore changed, the first those goods were funded by taxes but then it became more user funded with the goal of improving efficiency consumption. Services funded by commercial users require a framework for the realization of the market.

4. ECOLOGICAL INSTRUMENTS OF THE SUSTAINABLE DEVELOPMENT, EKO-NAVIGATOR

"The most important mechanism for the global fight against climate change is famous Kyoto Protocol. Since its mechanisms taking into account the economic progress, the environment and social justice. This protocol commit industrialization countries to reduce emissions of greenhouse gases. In this way, it encourages investment in environmentally sustainable projects. According to an analysis of the Agency for the UN Food and Agriculture Organization and the International Institute for applied system analysis (ASA), developing countries could lose up to 11% of its agricultural land and 280 million of grains what is estimated at USD 56 billion in the period from 1995 to 2080. year due to climate change." ¹⁷

Important legislation in the field of ecology as a science and as a strategic concept of sustainable development are numerous international conventions, treaties relating to the protection of the environment from pollution, then the civil liability for nuclear damage (the Vienna Convention), a ban on nuklear experiments weapons in the atmosphere, cosmos and under water. There is also the World Commission on Environment, then international governmental institutions on ecological issues ... Production, technology, culture, politics and economy alike must embrace the principles of natural conditions for the survival and healthy life as they accepted the technical and economic solutions for industrial and technological progress . On the other hand, let us mention the program ENSURE (enabling knowledge usability and sustainability for economic recovery value). The program provides technical and scientific support for the effective integration of consumption in accordance with the life cycle in the European politics and business. Opinion in accordance with the product life cycle is essential if we want to have success in sustainable exploitation of natural resources.

It is necessary to emphasize the importance of the technology that enables rational resource consumption either during production or if necessary in the course of consumption. Today when we have the latest technology of the production and consumption, let us talk about environmental technology projects of the production of materials in accordance with ecological

¹⁷ A., Omićević, Instruments of sustainable development: Kjoto protocol u JIE, Belgrade, 2009. pg. iii.



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

fashion, then food technology in accordance with eco-living style, but also in accordance with the digital data storage and management lifecycle.

5. CONCLUSION

Sustainable economic development is the goal of the economic policy, and now what is particularly important is that development with regard to environmental policies that are put in various environmental acts in the world between them the first one is Kyoto Protocol. The development of the loyal competition with the implementation of relevant laws on that basis. Integration with generally accepted values in the world. Promoting of its own value in the world may also be important for the growth and development of society as a whole if they are in accordance with existing principles. The Link diversity project can reconcile the world in general.

BIBLIOGRAPHY:

- [1] Barro, R., Sala-i-Martin, X., Economic Growth, McGraw Hill, New York, 1995.
- [2] Binachi, M. Henrekson, M., Is Neoclassical Economics Still Entrepreneurless, *Kyklos*, Vol. 58, no. 3, 2005.
- [3] Blagojevic, O., Sekulović, M., Economic Doctrines, Belgrade: Economic Review, 1990. Brouwer, M., Weber, Schumpeter and Knight on Entrepreneurship and Economic Development, *Journal of Evolutionary Economics*, 12, 2002. Vaughn, K., The Problem of Order in Austrian Economics: Kirzner vs.. Lachman, *Review of Political Economy*, Vol 4, No. 3, 1992.
- [4] Doroshenko, Yuri, Soma, Irina, Radosavljevic, Life, National Innovation System: fundamental approaches to the definition and evaluation, vol.2, *International Journal of Economics and Law*, FORKUP, Novi Sad, 2011.
- [5] Djukic, P., Pawlowski, M., Ecology and Society, Ekocentar, Belgrade, 1999.
- [6] Ebner, A., Shumpeter and the Schmoller, programm: Integrating Theory and History in the Analysis of Economic Development, *Journal of Evolutionary Economics*, 10, 2000.
- [7] Kirzner, I., Entrepreneurial Discovery and the Competitive Market Process: An Austrian Approach, *Journal of Economic Literature*, Vol. 35, March, 1997.
- [8] Iljin, path of spiritual renewal, Logos Library Russian Pilgrim, Belgrade, 1998.
- [9] Jansson, Jan Owen, the services of Economics, Edward Elgar, USA, 2007.
- [10] Knight, F., Risk, Uncertainty and Profit, Boston, MA: Houghton Mifflin, 1921.
- [11] Madzar, Lj., Economic potential of the open society, economic analysis, No.149-150, 2001.
- [12] McMillan, J., Woodruff, C., The Central Role of Entrepreneurs in Transition Economies, *Journal of Economic Perspectives*, Vol. 16, no. 3, 2002
- [13] Madzar, Ljubomir, Hrestomatija planning, theory of production and economic growth, Federal Secretariat for Development of Science, Belgrade, 2002.



- [14] Madzar, LJ., Temptations in the economic policy in Serbia, Fig. Gazette, Belgrade, 2011.
- [15] Markovic, Aca, holistic approach to management, EPS, Belgrade, 2010.
- [16] Mikic, D., Sanya, Economic aspects of environmental projects, Economic Perspectives, vol. 2, Faculty of Economics, Pristina, 2010.
- [17] Omićević, Amina, Instruments for sustainable development: the Kyoto Protocol in SEE, Belgrade, 2009.
- [18] R. Costanza, The science and management of sustainability, Ecological Economics, Columbia University, NY, 2009.
- [19] Radosavljevic, M. Radosavljevic, D., Soma, I., Innovation and motivation as key success factors, International Journal of Law and Economics, Vol. 1, No. 3, Novi Sad, 2011.
- [20] Todor, Michael P., Economic Development, Longman, NY, 5e, 1994.



POWER AS IMPORTANT FACTOR IN NEGOTIATION

Miletić Dejan S.¹, Jeremić Marković Emina², Trifunović Danijel Z.²

Lincoln University, Serbia, e-mail: dejan969@gmail.com

Center for Globalization Studies (CGS), Serbia, eminajeremic@cgs.org.rs

Center for Globalization Studies (CGS), Serbia, e-mail: info@cgs.org.rs

Abstract: *The power has always been a tool for achieving the goals of those who possess it, and the negotiation is method of achieving an agreement / goals by clarifying their positions and persuading other side of their correctness. One of the most effective "tool" in the process of negotiation / persuasion just might. In that sense, in this paper we investigate the impact of power in the context of negotiation. Special attention was paid to the analysis of the causes and the ways in which power can affect our perception, as well as its influence on the behavior of negotiators, given that it is often too late for adjustment of tactics to the new situation in the negotiations. In addition, we intend to be closer to the different approaches and highlight those that are of practical importance only for negotiation. Therefore, in this study we have processed power measurements through Atkinson's approach, hoping that in this way we shed light on one of its hidden and hardly measurable dimensions.*

Keywords: *negotiation, power, knowledge, bargaining power, bargaining costs*

1. INTRODUCTION

In recent decades we have witnessed the growing importance of skills in the field of managers and economist education. They are supposed to ensure that in the combination with theoretical knowledge we get educated people ready to efficiently and effectively meet the challenges of change during the intensive continually put before those who have to make decisions on their own behalf and on behalf of the people they represent. One of those skills which have gained huge popularity is negotiation.

2. NEGOTIATION AND POWER

Negotiation is a term for which there are many definitions, but they can all be reduced to a simplified one which we are going to use in this study. According to it, the negotiation is pro-



cess that involves two or more parties which strive for an agreement or resolving problems on a voluntary basis.

Negotiations are not always completed with an agreement. Decision-makers in the negotiations often have possibility to chose. It happens that instead of an agreement we have a less desirable situation where it is necessary to say "no", or it is possible to leave the negotiations in order to protec your interests. In this sense Salacuze in his book "World negotiators," argues that "negotiation is tool for deal making, for its guidance and at the end of its reformation, if there should be a dispute," [1]. In the case when we need consensus of all parties to reach agreement, and if they can not agree, we come into a situation where there is no agreement. Despite the fact that the agreement is the most interest of all parties to the negotiations, neither party can be forced to agree to it. This is so because if one of them can force the other to accept nametnutni agreement, then these were not negotiations. After all, why would anyone negotiate with someone who has no other choice but to obey.

It is important to note that the negotiations are based on three main "pillars": the powers, rights and interests. And in a way that any negotiation is based on at least one of them. However, most are going to use all three at once, and in the relationships that are unique to each new negotiations.

Relying on the "right" in the negotiations, we can not be sure of the outcome of negotiations. This is because sometimes we have two conflicting rights and is rarely the answer to the question of which is the right major, is clear and unambiguous. In addition, advocacy is generally expensive and involves a lot of time, and for the realization of rights intervention of the third party is very often necessary and further complicates the process and negotiation.

When we focus on the interests, it should be noted that those most directly determine the position in the negotiations. We take into account the needs, desires, fears, values, or things to which the parties to the negotiations really care. It is clear that if we take into account the our interests, as well as those from the other parties, we strive to preserve good relations and long-term cooperation. However, it does not happen very often that the opposing side has the same desires and aspirations, so in that sense, this approach takes a lot of tact and caution, because the consequences of improper use can be very heard.

However, in this paper we have chosen the analysis of power, given that it has the ability to direct the outcome of negotiations. In this sense, power is the most important tool in the process of achieving the goals. It could be said that all of our life is a game of power. The meaning of the game is very simple - know what you want and take it. Some play the game for fame, some for money, some for love, some for safety, etc. Most capable people are searching for the very power, knowing that it can be easily used to reach to all the above. Friedrich Nietzsche wrote: "Wherever I found life, I found the will to power." Do not striving for power, means to limit your capabilities and your consciousness. This is because, to have power means to have an impact, to change the attitudes and behavior of others. Persons goes so far as to stand on the position that power, "contribute to the overall improvement of the order and civic well-being". [2] It is the driving force that causes a number of effects and its true meaning should be looked in the interregnum of the approaches to the omnipotent power, to one where we see it as of minor importance.

In negotiation, like with most other practical negotiation tools, the use of power to a large extent depends on the time available and specific negotiation situation, but when the stakes



are high, and the results are sufficiently important, the time spent on the assessment of the balance of power before negotiations begin and reassessment during the phase of direct (face-to-face) negotiations, is more than well spent. Most of all, we should never forget that it is very difficult to determine who has the greater power without destructive conflicts of the same.

There is a wider context in which power affects not only our behavior, but also on how it leads to a change in normal behavior or intentions of others who recognize it in ourselves. That is the reason why the power is felt before than seen. It is the ability to put someone in a position to do something that otherwise would not do. One of the most influential business people in the U.S., Donald Trump believes that "all is in persuasion, and nothing is in power." But after that he immediately stress that "the power is only ability to convince people to accept your ideas". [3] However, things can be put another way, when it is the ability to prevent other parties to the negotiations to do what would otherwise do. These approaches cover most situations that negotiators can experience. We do not have so much choice. It's all or nothing.

We are recognizing different sources of power that help to clarify previously stated views. Power as the ability to do something can come from various sources, which further motivate (positively or negatively) the person which is in position to feel it. Many studies are dealing with the analysis of power sources, but in our work we use the French-Ravenous one, where they have systematize sources into five groups: reward power, coercive power, legitimate power, referent power, and expert power. [4] Established in their sources, the power is manifested through the relationship between the entities. Changes in the sources of power will change the relationship and influence changes in the distribution of power. Power can not be manifested without a relationship and possibility for its transfer from the provider and to influence the other side.

3. POWER IMPACT ON NEGOTIATION

The above analysis brings us closer to the practical importance of power in negotiations. We may suggest, for example, that the power to negotiate may be the optimal arrangement for the one who has that power. In this sense, it is good if the other party in the negotiations has the impression that you own power, although it is not necessarily realistic. This is especially true when power is manifested only as a result, not as something that you can assess before the negotiations. If you haven't realized how much power you have before the start of negotiation, it will be too late to use it as an advantage. In this sense, it is useful to bear in mind Watkinsons assertion that: "It is necessary to conclude an agreement as early as possible if you negotiate with the much stronger negotiating party". [5]

There is a need for some method that will allow us to evaluate the role of power in the upcoming negotiations, so we may prepare the tactical elements that will facilitate the establishment of an optimal strategy in negotiation. Bearing in mind that the power has direct impact on all aspects of the negotiations - some of which you can control, while the other controls the other party in the negotiations - we need to have concrete ways how to really analyze what we can do and what we should avoid. Here is about the operationalization of the idea of power. Negotiation is a process, there for the tactics within it play an important role.



The power in negotiate is often subjective, it is in us, or in our perception. And the fact that there are at least two sides in the negotiations indicates that it (the subjective perception of power) could be found within the other parties in the negotiations. A perception of the other side is usually wrong. Subject of negotiation can be tangible or intangible nature, but dimension of the power which affects your position in the negotiation is completely subjective. It is not necessary to go so far and to fall into the trap of denying any objective measure of power. Long lines of customers in front of the store is fairly clear sign of market power in relation to the lack of customers. Your subjective perception from whom the negotiator has greater power, whether it might be true or false, plays a crucial role in your behavior during the negotiations, more than any objective measure of that power. As the awareness of the power generated in us through our perceptions, our judgment about its importance in the negotiations is purely subjective. With subjective reasoning we are lead to increased uncertainty and risk, which further weakens the particular importance of objective measurement of power.

4. ATKINSONS APPROACH TO THE MEASUREMENT OF POWER IN THE NEGOTIATIONS

For the purposes of this paper we have analyzed the study of Gerald Atkinson, about the evaluation of power during the preparatory phase of the negotiations. [6] This is certainly one of the best books about the preparatory phase of the negotiations. Atkinson said that, while the sources of power, personal skills and abilities of negotiators are important, they on the other hand represents key elements of the picture which the other side see in us, and which manifests itself through our proposal in the negotiations. The question must arise during the preparatory phase, weather other party will prefer to accept or reject our vision of solving the problem? Therefore, it should be noted that the other party will almost always accept those solutions that will be the least painful for it.

Atkinson clearly indicated in his work that most credits for his approach to this problem goes to Levison [7], which has been expressed by formula (analytical) of the level of power in negotiation, and Atkinson has made only some verbal adjustments. The formula is:

The costs of rejection of your proposal for the opposite side

Your negotiation power = -----

The costs of accepting your offer to the other side

It should be stated in mind that here we are looking to the costs not only through the materialistic lenses. They cover both the personal/subjective aspect, or otherwise stated what can hurt the other party in the negotiations, as well as the possible consequences, such as loss of honor, reduced flexibility, cramped room for maneuver, the changes which are significance for the outcome of negotiations, and even psychological aspects, such as despair, demoralization, emotional wear and the like.

In that sense, the formula indicates the possibility to influence the ratio of power («Your negotiating power» from the formula) after identifying its elements. This can lead assessment of power to become a practical tool for strategic and tactical decisions before and during direct (face to face) negotiations. Atkins method is very simple and use simple arithmetic in order to extract some sense of the relative weighting of the Levisons ratio can be reduced in several steps:



- First of all it is necessary to determine precisely the proposal that we want to test with as many details;
- Then, we outline the weaknesses of the other party, because it is going to be necessary to evaluate them;
- In the next phase we need to rank them, when every weakness should be graded on a scale of 1-10, where 1 is low and 10 great weakness (ie, 10 is what is most damaging and painful, and may occur as a result of the acceptance or rejection of the proposal) ;
- Following is the weighting of each weaknesses from the other position, in the way that the particular shortage must be expressed on a scale of 0 to 1, which is the probability of its occurrence:
 - 0.00 – impossible
 - 0.25 – possible
 - 0.50 – chance
 - 0.75 – probably
 - 1.00 – safe
- When we finish all of the above, we multiply the value of each weaknesses with the probability of its occurrence, to determine the severity of individual weaknesses, so we sum them all in order to determine equation (numerator and denominator).
- If the costs of rejection (numerator) is greater than 3:1 compared to the cost of acceptance (the denominator), it means that we have negotiating power. But if cost exceed the disadvantages of accepting rejection towards less than 3:1, mean that we do not have negotiation power.

It is necessary to bear in mind that our efforts to adjust the results of the analysis should not be reduced to a mere numbers and their precise measurement. In this way we will get a false end results. We must strive to be objective and to use empathical capabilities. Only in this way we will be able to make an impact on the previously mentioned factors that cause the appearance of weakness and leads up to the cost of accepting or rejecting our proposal.

List of weaknesses include measurable and immeasurable elements and part of our tactical efforts should be aimed at changing the perception of the other negotiating parties in respect of their weighting. We shall seek to increase the denominator through increase perceptions of the immeasurable elements of the other party (using persuasion or other similar techniques, such as testing of fear, uncertainty and doubt), as well as to reduce the numerator of our formula. It is a legitimate target for us, on which we work intensively during the phase of direct negotiations. Identifying the factors that we will try to influence, should be the part of the strategic planning and preparation phase. Or in other words stated, these estimates needs to be done before we form a negotiating strategy.

Errors in the subjective assessment which are hampering conclusion of the negotiation power, as inscrutable "black box", are more often than errors which are arising from attempts to explicitly determine what is in the "black box". Even the list of factors stimulate discussion related to assessment of real power and it would be presumptuous to claim that this discussion itself leads to more accurate weighting of individual factors. Either way, this is a very practical method, in the case when the end result is worth more than the cost of time to be able to analyze ourselves and the other.



5. CONCLUSION

Power and its impact on the negotiation process very important factor for success in the negotiations. In this sense, an objective assessment of the level of power of all parties that participate in it is an important stage in the preparation for negotiations and directly affects the selection of a negotiating strategy.

Fear from the fact that we might be subjective in the perception of power, is logical and imposes itself. In this sense we have come to the Atkinsons formula estimates of bargaining power, given that this is an analytical method that is more reliable than the current estimates of relative power. By undertaking an assessment we are systematically taking into account those factors that are essentially constitute power. Even in situation when the numbers are inaccurate, as well as pondering, the act of considering these factors is more than useful.

Power is an essential factor of successful management, as well as in negotiation where is more than welcome "friend." Whether this "friend" is going to turn against us, depends on how well we recognize and control it. Exactly because of that we have done this analysis. Not having the power means to be a loser, and to have so much power means to lose yourselves, unless we are capable to bridle it. Let's make the power to be our constant ally in negotiation, even when we do not possess it.

REFERENCES

- [1] Salakjuz, Dž.: Svetski pregovarač. Belgrade:FEFA, 2006. pp. 2. ISBN 86-86281-00-1
- [2] Antonić, S.: U odbranu Parsonsovog shvatanja moći. *Sociološki pregled*, Vol. XXX (2006), No. 1, pp. 57. ISSN 0085-6320
- [3] Tramp, D.: *Kako se obogatiti*, Belgrade:Народна књига, 2005. pp.107. ISBN 86-331-1940-4
- [4] French, J.R.P. & Raven, B.: The bases of social power, Cartwright, D. (Ed.), *Studies in Social Power*, Ann Arbor, MI:Institute of Social Research, 1995. pp.183-205.
- [5] Watkinson, M.: *Breakthrough business negotiation: A toolbox for managers*, San Francisco:Jossey-Bass, 2002. pp. 127. ISBN 0-7879-6012-8
- [6] Atkinson, G.: *Negotiate the Best Deal: techniques that really work*, London: Institute of Directors, 1990.
- [7] Levison, H. M.: *Determination Forces in Collective Wage Bargaining*, New York: John Whiel & Sons, 1996.



PROBLEMS OF SECURING PUBLIC REVENUES IN TIMES OF ECONOMIC CRISIS

Miljković Ljubomir¹, Miljković Dejana², Miljković Aleksandar¹

¹ALFA University, Faculty for Strategic and Operational Management, Belgrade, Serbia
ljubomir.miljkovic@fbsp.edu.rs

²CONFIDA FINODIT, dejanamiljkovic@google.com,
aleksandar.miljkovic@fbsp.edu.rs

Abstract: A significant factor in the economic growth of countries in transition was the influx of foreign capital i.e. the global financial market. Development model in transition economies, based on foreign borrowing, with the tolerance of the budget and balance deficit of the current transactions was characteristic for Serbia. After mortgage market crash in the U.S., the world was in crisis whose outcome cannot be predicted, which is compared to the Great Depression that followed the collapse of the New York Stock Exchange in 1929. Measures to mitigate the effects of the financial crisis, taking almost all the countries around the world and the group of countries (G 20, seek solutions for a new world financial order. End of the current crisis and new solutions are in sight. If we know the tax is major state revenue, tax collection, both in the EU and in other countries, including our country, especially is delicate in times of economic crisis.

Keywords: economic crisis, public finances, state interventionism, the budget deficit, transition

1. INTRODUCTION

World economic history, from the early twentieth century, repeatedly faced with financial crises in a smaller or a larger scale: big recession 1929 - 1933, Latin - American crisis in 1982, the Asian financial crisis in period 1997 - 1998. Rapid globalization of the world economy has increased the frequency and dispersion of such incidents, generating a contagion effect, in the form of waves, which fully exposed the vulnerability of the global financial system. It has become clear that the current financial crisis went global and that the financial and, increasingly, is transferred to the real sector of most countries.

Taxes are inevitable and painful. It is therefore not surprising that the determination of the tax system has always been a subject of great controversy.¹ Simply put, most people would like to see reduced taxes. It is amazing what arguments people use to prove that others had to

¹ N. Gregory Mankiw, *Principi ekonomije*, Ekonomski fakultet Beograd, 2005, p.159



pay more. History of the taxation is replete with the examples of distorting effects. Because of the tax in Britain from the 17th century introduced to windows, the houses were built without windows. In modern England, there are other examples. Despite the three-wheel vehicles maybe less safe and less expensive than four-wheeled vehicles, the tax on them is significantly lower. In the U.S., favorable depreciation for movable walls has encouraged the construction of office buildings with such walls - even when there is no intention to move them. The effects of taxation are not limited to decisions regarding work, savings, and education spending. Although it is not clear to which extent the tax system affects the decisions of individuals to marry or divorce, income tax strongly encourages two employed individuals with similar incomes that, when choosing whether to marry in December or January, choose for January. When it comes to divorce, the opposite happens. Taxes affect the allocation of resources to research and development and long-term economic growth. They affect not only the level of investments in companies, but also the way of investment. It seems to be a lot cheaper for person to invest efforts to reduce its taxes, but to create better projects, or increasing production. All taxes affect economic behavior. They transfer funds from the individual to the state. As a result, individuals in a way, have to change their behavior. If they do not work anymore, they have to cut spending. They can do more and enjoy less leisure time, more when they work, they would need to decrease consumption. Regardless of how individuals adapt, tax increases lead them in worse position. However, some taxes decrease individual's benefits for each dollar of tax revenue collected from others. Tax policy deals with the determination of tax structures despite minimizing the welfare loss for any amount of collected tax revenues, continuing to achieve other goals of tax policy². Each tax must have an effect on consumption. The goal of a tax is the transfer of purchasing power from the individual to the state. Individuals must reduce consumption of certain goods. Effective tax minimizes welfare loss per unit of generated tax revenue.

2. ECONOMIC RECESSION

Going back to the Great Depression in the thirties, appears the same story: strong loan growth of the twenties with the development of installments buying, followed by the credit contraction in the thirties. It is important, however, that today's wisdom further accuses the Great Depression only to restrictive monetary policy of the thirties, ignoring excessive credit creation in the twenties. Role at which central banks lend to vulnerable private sector banks is referred to as "lender of last resort", so named because the intention was addressing to the central bank for financial reserves can only be accepted if other sources of borrowing by the private sector are completely exhausted. The next step is the transition from the gold standard to what is known as "fiat" money. This step was taken at different times and during that time some countries left, and then returned to the gold standard at different times. The most spectacular abandonment of the gold standard took place in Germany in the 1920, when the German government tried to back up their finances by itself printing more money, largely

² *Ekonomija javnog sektora*, Joseph E. Stiglitz, Ekonomski fakultet, Beograd, 2004, p. 527



as a result of the agreement "Economic Consequences of Peace," which was imposed to this country by the end of the First World War.

The story of the American transition from gold to fiat money also begins with the two world wars. As Keynes predicted, the consequences of the peace settlement after the First World War were disastrous. Agreement has contributed to bankruptcy of Germany, hyperinflation and economic collapse. With experience these things firsthand, the plan after World War II was quite different from that after the First World War; restoration, not punishment, was the crucial objective of a policy. A key element of this policy of a renewal was to ensure a stable global regime on money to help all parties to rebuild its economic infrastructure. The architecture for the composition of cash after the Second World War was adopted at a conference in Bretton Woods, American resort, near the end of the war. The structure is quite simple: all major currencies are going to be valorized according to the U.S. dollar at a fixed rate. The value of the U.S. dollar in turn was fixed at the price of \$35 per ounce of gold. Fixing combination of all currencies against the U.S. dollar and all dollars against gold effectively put the world's currency composition to an agreed monetary gold standard.³

3. UNCONTROLLED MONEY PRINTING

The Bretton Woods system functioned for decades, facilitating the re-industrialization of Europe and Japan. While the government continued to accumulate increasing amounts of American dollars, the United States, due to the Vietnam War, got into deeper and deeper debt. Financing the war was expensive for the government. This can be done in three ways:

1. Taxing citizens
2. Taking cash loans, and
3. Devaluation of the currency (the State is printing money)

At the end of the sixties, it became clear that the U.S. government would have to resort to printing money to be able to repay their debts. The government, which held much of U.S. debt, began to feel what is coming; America has had to devalue its currency, abandoning the fixed exchange rate of \$35 per ounce of gold. While the foreign government accumulated more dollars in their reserves, and the U.S. responded by printing more dollars to compensate, economists have begun to talk about "the dollar glut". While the dollar amount was increasing, the amount of gold reserves in the United States was growing. The end result was a rush on the bank of unprecedented scale.

However, the economic damage from price spiral cannot endure indefinitely. The need, that central bank is independent raises sensitive issue because it requires that an institution be, to some degree, beyond democratic control. Have such an important institution without accountability to the democratic process makes it even more important that its separation from the responsibilities and operation parameters are well and widely understood.⁴

³ George Cooper, *Uzroci finansijskih kriza*, Masmedia, Zagreb 2009, pp. 57-67

⁴ G. Cooper, Isto pp. 72-75



Relationships between inflation and deficit spending remain quite firmly. Nobel laureate Joseph Stiglitz cited several moments that led to the latest crisis, but puts the excessive money printing and the deregulation of the banking sector at the forefront⁵. The Midwest is trapped in the jaws of a hyper-debt that has a similar effect as the hyperinflation. The debt erode the tax as well as inflation decreases the value of paper money, forcing people to reduce their standard of living. Hyperinflation and debt are changing the way people think, because they are forced to live from hand to mouth. In period 1997 – 2001, presidents of boards of directors enriched the most (including those of Enron), film and sports super-stars, tycoons and media owners and other celebrities. The effect of over-indebtedness is therefore the same as the impact of hyperinflation: distorts perception of reality, forcing people to be deceptive by the illusions in order to make it easier to face the social and economic decline. Lightweight and soft loans lead people to spend money they do not have. In the U.S., from 1993 to 2004, consumer's borrowing via credit cards, car loans, etc. jump from 800 million to 2.000 billion dollars, which is about 3% of the world economy. In 2006, total indebtedness of Americans was three times the country's GDP.

After the bankruptcy of the largest providers of long-term loans in 2007, the property market was totally distorted. Everyone notice the beginning of disaster. This means that one of the seven U.S. families with children (more than five million families) will be defeated in the great game of monopoly of the U.S. economy.⁶

4. MIGRATION OF PRODUCTION FACTORS

Thanks to the low cost and competitiveness China is becoming the world's laboratory, while in other similar countries, the factories are closed. Thus, the competitive prices in China affect the economic situation in the most remote places of the world. For example, *Royal Philips Electronics* in 2002 closed two-thirds of its TV production lines in Mexico and transferred them to China. Ricardo's famous theory of comparative advantage, the heart of the international economy, failed due to combinations of capital and high technology with cheap labor. This formula first applied in China. In fact, China has a great advantage because it has a huge workforce at very low prices. This system is so powerful that overturned the benefit that industrial economy had. It is clearly seen from the analysis of trade relations between China and the United States. The river is flowing through the U.S. to China, creating a surplus of U.S. currency in the trade balance of China. It's yet another paradox. China, a communist country, finances the trade but also the U.S. deficit as an example of the capitalist country.⁷

Demolition of communism can be compared with the melting of the polar ice: cheap labor flooding the global market, re-shaping the economy of the whole continents. However, up to now we have never seen such effects and such interdependence that "rogue economics" have created. The Berlin wall disrupted basic principles of economics so freezing wages in the West led to a decline in consumption. This phenomenon has had a deflationary effect, primarily

⁵ "Vanity Fair", NIN 25.12.2008. pp. 44

⁶ "Uzroci finansijskih kriza", autora George Coopera izdanje MASMEDIA, Zagreb 2009, p. 145

⁷ Napoleoni Loretta, *OLOŠ EKONOMIJA, Tamna strana novog svetskog poretka*, Beograd, HESPERIA, 2009, pp. 48-49



because workers from Eastern Europe and Russia accepted a much lower wages than Western standards. That is the real cause of the decrease in the first wave of European earnings. Not only Russians and East Europeans enter the global markets, but Chinese and Indians who had worked within the closed economy, so the supply of labor in '90s was twice as high.

Richard Friedman said that Chinese wages doubled every 10 years, as it did in '90s, and China will reach the current level of industrial countries for thirty years. The process of accepting labor from other countries could take longer, but the transition could be completed in 40 to 50 years when salaries in the West could rise again, because it would be reached a balance between capital and labor again.

The irony lies in the fact that the middle class, the core of Western democracy, is not weakened due to the wave of communism. On the contrary, it has been pushed into poverty because of the collapse of communist regimes in the East. That is the communist curse.⁸

5. TAX HAVENS AND THE USAGE OF PREFERENTIAL ACCOUNTS

In recent years, tax havens have become major financial centers through which capital flows are taking place in world economics. However, at the same time, tax havens have become a means for illegal tax evasion, money laundering gained by crime and financing of terrorism, which is why the OECD, the EU and the U.S. have taken regulatory measures and actions to combat these illegal activities. At the G20 summit of leaders of the world's largest economies, held April 2009 in London, one of the main topics was the use of measures against non-cooperative jurisdictions and tax havens, and the removing the bank secrecy. Despite different views on the measures to be implemented, G20 leaders agreed it is necessary to protect public finances and international standards of risk posed by uncooperative tax havens. At the summit, an invitation was sent to all the countries that are considered tax havens to adopt international standards for the exchange of information, which were adopted at the G20 summit held in 2004, which have been incorporated in the UN Model Tax Convention.

A new layer of celebrities and billionaires, people who live in a different dimension than ordinary mortals, enjoy benefits of the global economy. The development of transnational capitalism, supported by financial and ambitious speculation, strengthens modern and globalized "leisure class", who kidnaps a portion of the middle class. History warns that extreme difference in income can lead to disastrous consequences. Some of London's neighborhoods, such as, for example, Chelsea, Hampstead, and Belgravia have the highest concentration of billionaires in the world. In 2000, those were the Russian oligarchs, European football players, Chinese and Indian tycoons, actors, TV stars and singers, financiers who over the past 15 years have managed to put in their pockets a huge part of the new wealth. They are the real winners. Rich people of the global era. After 1989, the modern "leisure class" is moving to London to profit from a tax law that dates back to the Victorian era. Grand Woods, former director of the Coutts private bank, with a respectable, aristocratic clientele (the Britain Queen has an account there), explains, "This law was enacted to protect profits plantation owners of the Empire, from the Caribbean in Africa to India. It was enabled them to keep their residence in G.

⁸ Loretta Napoleoni, pp. 45-47



Britain, and to shift tax liability abroad where they performed their activities. Taxable income was only that reported in England and the rest is not subject to taxation. This legislation today uses the new billionaires living in London. British tax system allows those who have grabbed a big chunk of new wealth not to pay taxes in their country. Only Americans cannot derive benefits from this law, because the U.S. tax global incomes of its citizens.⁹

6. PERMANENT PUBLIC DEBT ENLARGEMENT

Modern public finance cannot be imagined without the budget deficit to be covered by borrowing at home and/or abroad. That is the case for centuries. In the third chapter of "The Wealth of Nations", this is titled "The State Debts," Adam Smith states, "The lack of savings in time of peace leads to a necessity to borrow in time of war. When it comes to war, the state treasury has no money, but the money that is required to cover regular expenses in time of peace. During the war, three to four times the expense is necessary to protect the country, and because of this, three or four times more revenue than the revenue in peacetime. In this emergency, the government has no other source of income other than borrowing. The state that has dealers and manufactures must have a large number of people at any time, which can borrow, even they do not want, a large sum of money to the government. By lending money to the government, they do not diminish even for a moment their ability to continue to carry out their trade and manufacture. On the contrary, they usually increase it. Merchant or capitalist, borrowing money to the state is making money, and instead of decreasing, it increases their business capital." Because of the fact that the seat of government in England is located in the largest commercial city in the world, people who usually lend money to the government are traders.

New taxes (after the war) were introduced solely in order to pay the interest on the money that was lent during the war. It always leads to dissatisfaction of the taxpayers and provokes their opposition. Paying interest on the national debt is the outpouring from one pocket to another. The money doesn't live the country. Only one part of the income of a group of people is transferred to another group of people, and the people are not poorer. It seems to us that it is quite futile to expect that government revenue can ever completely rid of the debt, or even makes some more progress towards that liberation, long as it is a very small surplus of income, or what exceeds the annual expenditure in time of peace.¹⁰

Discussing case study of public finance, Jovan Lovcevic, in addition to public expenditures and revenue budgets, as the subject to public finance he includes public credit among financial institutions.¹¹

⁹ Loretta Napoleoni, pp. 68-69

¹⁰ Smit Adam, *Bogatstvo naroda, Istraživanje prirode i uzroka bogatstva naroda*, Zagreb, MASMEDIA, Knjiga Peta, O prihodima vladara i države, 2007 pp. 868-891

¹¹ Jovan Lovčević, *Institucije javnih finansija*, Službeni list SRJ, Beograd, 1997. pp. 16-18



7. RESUME

Recent analyzes of the global financial and economic crisis include the possibility that the crisis has touched the bottom itself and the worst situation is behind us. However, since most analysts agree that this crisis will have the shape of the W letter, it is possible we are going to face another decline before the final recovery. Some of the leading officials of financial institutions share this opinion, although they do not exclude the hypothesis that the recovery and the end of the recession may last for several years.

On the basis of previous exposures about the problems of balancing the state budget, both developed and developing countries are facing, especially countries in transition, including Serbia, it is obvious that the provision of needed public revenues has become more complex in recent for two decades: due to economic recession, uncontrolled money printing (from the introduction of floating exchange rates); migration of production factors; phenomenon of tax havens, the emergence of e-money, the usage of privileged accounts; constant increasing of public debt (like a snowball that rolls downhill); abuses in using of budget funds. Solution to the problem cannot be expected in the near future, while the question of the financial flows control at the G 20 level, because, in the age of globalization, no country can solve questions alone.

BIBLIOGRAPHY:

- [1] "Vanity Fair", prevod s engleskog, preuzeo NIN 25.12.2008
- [2] Cooper George, *Uzroci finansijskih kriza*, Zagreb, MASMEDIA, 2009
- [3] Komazec dr Slobodan , Žarko dr Ristić, *Javne finansije*, Beograd, Viša poslovna škola, 2001
- [4] Lovčević Jovan, *Institucije javnih finansija*, Službeni list SRJ, Beograd, 1997
- [5] N. Gregory Mankiw, *Principi ekonomije*, Ekonomski fakultet Beograd, 2005
- [6] Napoleoni Loretta, *OLOŠ EKONOMIJA, Tamna strana novog svetskog poretka*, Beograd, HESPERIA, 2009
- [7] Radičić dr Marko , Božidar dr Raičević, *Javne finansije*, Beograd, Data Status, 2008
- [8] Smit Adam, *Bogatstvo naroda, Istraživanje prirode i uzroka bogatstva naroda*, Zagreb, MASMEDIA, Knjiga Peta, *O prihodima vladara i države*, 2007
- [9] Stakić dr Budimir, *Javne finansije*, Beograd, Univerzitet Singidunum, 2008
- [10] Stiglitz E. Joseph, *Ekonomija javnog sektora*, Beograd, Ekonomski fakultet, 2004



OBJECTIVES, TASKS AND PLACEMENT OF PR IN THE ORGANISATION

Mijatović Marko, Mijatović Marijan

Herzegovina University, Faculty of Social Sciences dr Milenko Brkic, Bijakovici, Bosnia and Herzegovina, mile-dj@hotmail.com

Abstract: *this work summarises objectives, tasks and placement of a PR within the organisation. The first section provides a definition and development of a PR. Following this, objectives, tasks and placement of PR within the organisation is elaborated. PR is here seen as a business function, which is then followed by the observation of the objectives of business functions of PR, objectives from the aspect of management, objectives from the aspect of communication and in the end objectives from the aspect of marketing. Also tasks of PR will be elaborated in the same manner as the function within the organisation.*

Keywords: *Public relations, communication, management, marketing.*

1. INTRODUCTION

Complying with the market criteria and the demands of the consumers is a necessary requirement for successful operating on the market. Cutting throat competition, especially on the international market, defines objectives, tasks and place of PR within the organisation. In practice of a large number of successful companies, the leading manager is the key for successful market performance.

The leading manager helps companies and individuals in creating, planning, applying and approaching to the communication strategies and programs in all areas of public relations, including the name and advertising but also the contact establishment with the media.

The leading manager is also necessary in certain crisis situations – the situations when the employees are to be dismissed, when a product endangers the health or environment, when one or more managers resign, or when employees go on strike or in any other situation that could endanger operating or the existence of the company. These situations require apt reaction, professional and diplomatic responses.



2. PUBLIC RELATIONS – CONCEPT, DEVELOPMENT, DEFINITION

What is exactly PR? What differentiates PR from other elements of marketing? It would be probably best to define the term first, to see what was its traditional meaning and then to point to its role.

Concept and content of public relations have changed with the development of human society and the term was interpreted differently within certain phases of development. The attempts to define the concept and content of public relations activity points to the difficulty of giving a precise, simple and comprehensive definition of the term.

2.1. The Development of Public Relations

In its initial form, public relations represents a form of unidirectional persuading communication with certain groups in the surrounding area, with the intention to accomplish the desired impact on the formation of group's opinion. This content of public relations activity dominated in the USA till the end of the First World War, and even longer. It was represented by one of the first pioneers in this activity, Edward Bernays, in his book "The Engineering of Consent".¹

2.2. Defining the public relations

As the part of continuing efforts to improve the practice in this area, numerous experts and authors from academic circles have been trying for a long time to define the profession which they deal with and study.

One of the most comprehensive definitions of *public relations* is as follows:

"Public relations is the function of management which tabulates public attitudes, defines the policies, procedures, and interests of organisation, followed by executing a program of action to earn public understanding and acceptance."

3. OBJECTIVES, TASKS AND PLACEMENT OF PR WITHIN THE ORGANISATION

We can differentiate five different objectives of PR:

1. adjustment to the public environment and making influence on it;
2. the acquisition of an organisation image;
3. the improvement of image and relations;
4. formulation of responsibilities within the community;
5. communication improvements.

Each of these aims implies internal and external application. It needs to be taken into the consideration that the choice of these five objectives depends on the concrete activity of the PR employees, consultants, executors etc.

¹ Milenko D. Đurić - *Public relations – The Engineering of Consent*, The Institute for scientific development, Belgrade 1992., page. 7



The objectives of PR can often go beyond marketing needs. They can be aimed to create the climate that is favourable for asset provision needed for the investments, or they can provide evidence which is of interest for ecology and environment. In order to highlight the strict state control in this area PR tends for a real, informed and objective informing in order to facilitate a long-term reputation and trust of the company.²

4. PR AS A BUSINESS FUNCTION

4.1 The objectives of PR's business function

The business function of PR has an important role in the contemporary practice of companies in the developed countries, and it is directed to the accomplishment of a great number of different goals in business relations within target groups in the surroundings. Taking into the consideration different characteristics of individual target groups, strategy of market segmentation represents a base for preparation of PR special programs, with specific objectives for each segment. The goals of PR's business function differ in some companies depending on the type of the company, its field of activity, status and role of PR's function in the company, target group characteristics to which the company activities are directed depending on the strategic objectives and plans of the company in a certain period. The objectives of PR's business functions can be viewed from the aspect of company management, from the aspect of communication with target groups and from the aspect of marketing management.³

4.2. Goals from the aspect of management

Corporate function of PR has a status of an important corporate function in many companies. Managing teams of the company give many important assignments to PR experts. In an environment where conditions change rapidly, these experts are responsible for exploring the company's surroundings, i.e. that they "scan the environment" in order to be able to warn the management in time of all the possible threats and point to all opportunities for great success in the environment.

Managing goals of the corporate function of PR in a certain company are closely related to the strategic goals of the company, and according to the time necessary for their realisation they represent long-term goals of a company. Dunn suggests the following goals of the corporate function of a PR in the process of company management:

- to elaborate the plans of the company and global strategy to the public and make them easy reachable;
- to present the company in the best light possible;
- to provide feedback in contact with different target groups of the company;
- to explore the scope of costumers' needs and interests and other users of goods and services;

² Milenko D.Đurić,op.cit, page. 12-13

³ Milenko D.Đurić,op.cit, page. 107-112



- to determine the obligations and responsibilities of the company's management to the surroundings they are dealing with (the concept of social responsibility);
- to attract and keep high-grade human resources; to set mutual collaboration and understanding with the company's target groups for realisation of goals which are of mutual interest.

4.3. Goals from the aspect of communication

PR represents a special form of planned, two-way communication which is continually performed for establishing and maintaining mutual trust and understanding between companies and their target groups in the surroundings. The PR field of activity covers all types of communication of any company or an individual with the surroundings.

Informing the employees of the company and informing of different target groups in the surroundings, as another communication route where the company is the source of the information, represents the basis for improvement of human relations and establishing "programmed" relations with the surroundings.

In modern conditions PR experts get the leading role in the process of communication between the company and target groups, and they are entrusted with the preparation and realisation of all communication programs of the company. Literature often suggests following communication goals of the corporate function of PR in the process of preparation and realisation of the company's communication programs:

- to choose experts that will prepare messages and representatives who will transmit these messages to target groups;
- to shape these messages to be compatible with both the interests of the company and demands of target groups (the strategy of the message);
- defining target groups to which previously prepared messages should be given (market segmentation);
- to choose the most efficient, available mix of communication channels, i.e. the media through which selected target groups can be reached (media strategy);
- to define effects which need to be established through realisation of communication programs.

4.4. Goals from the aspect of marketing

Marketing-oriented companies in modern business conditions take the needs, demands and interests of their target groups, in their surroundings, as their starting point in creating their business strategy. Consumers and users represent the starting and the central point in the company's business philosophy. It is in the interest of every company to investigate and satisfy their needs and demands and to constantly make progress in their relations with target groups in the surroundings for purposes of building their public image and gaining customers' affinity. From such strategic orientation in the process of company management numerous marketing goals emerge, which often cross with PR goals.

Modern business practice indicates to a necessary systematic approach in integrating of all marketing instruments of the company in order to successfully satisfy the needs of the cus-



tomers and achieve the company's business goals. Integration of marketing instruments in the company is achieved through creating a marketing mix. Marketing mix represents "different combinations of available instruments which the company can use to adjust to the conditions of the surroundings and actively influence the realisation of goals of marketing activity."⁴

According to most authors and according to "4P" concept, marketing mix includes 4 instruments: Product, Price, Place and Promotion. Lately, public relations are being added into this concept of marketing instruments as an important tool of a company in the fight for public's affinity. For example, Kotler widens the "4P" concept with two more instruments: Power and Public relations.

He believes that in present conditions, for a successful breakthrough of a company and doing business on the new markets, especially the markets with strong entry barriers, it is necessary to apply the extended marketing mix concept, i.e. the strategy of mega marketing. Kotler defines mega marketing as "strategic coordinated use of economical, psychological, political and public relations techniques for accomplishment of co-operation (support) with different groups on the new markets". According to the mega market strategy, companies, apart from using the common marketing mix instruments (the "4P" concept), by using their "relations" have to gain the support (Power) of influential business people, legislators and other state apparatus representatives, increasing that way their own chances of successful entry on the new markets as well.⁵

In this respect, in present conditions of doing business, PR experts have a larger portion in creating of strategy of company marketing. Among many marketing aims of business PR functions in companies, defined by strategy of company marketing, there are following aims:

- to stimulate larger sales of products and services; to increase market shares and to gain affinity of potential consumers;
- to create, change or improve the company's image;
- to create company's identity, i.e. the desired impression of the target groups and to develop the company's culture;
- to inform consumers about the new products and changes in the field of price policies, product policies and distribution policies;
- to reinforce promotion effects, sales improvement and personal sales by creating the "additional" publicity within the PR shares on the market;
- to explore the market with continuous analyses and follow-up of consumers' reactions in order to successfully prepare and improve the acquired marketing strategy of the company;
- to influence on the legislation amendments, governments inducement measures through lobbying processes, etc.

⁴ Momčilo Milisavljević, Marketing, Savremena administracija Beograd, 1980. str. 61-64

⁵ Momčilo Milisavljević, ibid.



5. PR TASKS

As far as the tasks of PR are concerned, it is impossible to make a full list of these. In the best case, we can provide a list of basic or the most important ones. PR tasks are not clear-cut, because it is impossible to make a clear line between something that we call PR, publicity, propaganda, marketing, informing or call it whatever you like.

There are many activity overviews done within PR, not only in PR departments but also in freelance PR agencies. Every author has their own PR tasks division.

Ane van der Meijden divides these tasks into seven groups:

1. *Counselling;*
2. *Media relations and own media;*
3. *Activities in editorial offices;*
4. *Activities of informing;*
5. *(Re)presentation and participation;*
6. *Relations between politics and PA (Public Affairs);*
7. *Internal communication;*

The field of specialised tasks: Under this term we understand those fields that require a special PR application. We have PR in health system, charity, banks and insurance companies, food industries, clothing industries, in utility service companies, professional organisations, different associations etc. Number of specialised fields is certainly on the increase, because the PR is in large measure being done professionally.

5.1 Placement of PR within the organisation

Placement of PR within the organisation scheme largely differentiates depending on several factors:

- management type;
- general expectations of PR;
- roles assigned to PR;
- organisation size;
- available human resources for PR;
- PR significance with regards to the level of "environment sensibility".

In their book "Public Relations", Baskin and Arnof state that PR placement depends on where within the organisation the decisions are being made, and what kind of support is necessary for managers to make these decisions in a right way. PR employees among them have to be more than "technicians", they have to be in charge of wide general knowledge, far-reaching insights, great ability of enjoying and certainly authority when it comes to the communicative-strategic business activities.⁶

⁶ Ane van der Meijden- Public relations-Uvod u odnose sa javnošću, Prometej Novi Sad 1993.str.46-47



6. CONCLUSION

A large number of successful companies have public relations as the key of their successful business activities on the market. PR is necessary even when an emergency situation needs to be resolved – like in cases when it comes to employees' dismissal from the company, or when the product endangers the health or the environment, or when a manager or more of them resign, or there is a strike of employees, or there is any other situation which endangers company's operating or existence.

In its initial form, public relations represents some sort of one-way persuading communication with certain groups in the area, aimed to accomplish the desired impact on their views. PR is a function of organisation management. Since organisation is a complex system which is constituted of many subsystems, the basic function of PR within the organisation could be explained in the following manner: management of organisation uses PR as an instrument of strategic-communication policy in order to maintain internal and external relations with relation groups. It is accomplished on the basis of communication aims which are translated onto the communication plans in which the instruments of communication can be described as integrated and "orchestrated", and can determine further activities and establish the evaluation.

BIBLIOGRAPHY:

- [1] Van der Meijden, Ane (1993) *Public relations - Uvod u odnose sa javnošću*. Prometej: Novi Sad.
- [2] Milovanović, Barac (2001) *Menadžment kanala distribucije* (prvo izdanje). Ekonomski fakultet: Niš.
- [3] Džamić, L. (1995) *Public relations - Priručnik za praktične preduzetnike*. F&F: Beograd.
- [4] Đurić, M, D (1992) *Public relations - Ključ uspešnog nastupa na tržištu*. Institut za tržišna istraživanja: Beograd.
- [5] Milisavljević, M. (1980) *Marketing, Savremena administracija*. Beograd.
- [6] Radosavljević, Ž. (2003) *Marketing za inženjere*. Visoka Tehnička škola: Trstenik.
- [7] Radosavljević, Ž. and Tomić, R. (2006) *Menadžment u modernom biznisu*. Privredna akademija: Novi Sad.
- [8] Radosavljević, Ž. (2005) *Menadžment medicine*. Agencija za marketing EdCom: Beograd.
- [9] Senić, R. (2000) *Marketing menadžment*. Prizma: Kragujevac.
- [10] Vračar, D. (1996) *Strategije tržišnog komuniciranja*. Europublic: Beograd.
- [11] Vujović, P. (1993) *Mali leksikon PR-a*. Poslovna škola za PR: Beograd.
- [12] <http://www.adizes.co.yu>
- [13] <http://www.siepa.gov.rs>



PARADIGM SHIFT IN MANAGING INNOVATION - OPEN INNOVATIONS^{1*}

Nešić Sandra¹, Reko Krstina², Vuksan Delić Marija³

¹Faculty of Economics, Finance and Administration, Belgrade, Serbia, snesic@fefa.edu.rs

²ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia,
krstina.reko@fpp.edu.rs

³M-Fly Consulting, Belgrade, Serbia, marija.vuksan@mfly.rs

Abstract: Terms of change acceleration, discontinuity in the business, operations and globalization phenomena that accompany these processes require the creation of new theoretical paradigms, new concepts, and approaches to management. As global, dynamic, competitive environment requires the company to innovate rapidly, innovation has become the main criterion by which it is possible to assess how well the company does or will do so in the future. In 2003, Henry Chesbrough, a professor, created the concept of open innovation, forcing the company to use external ideas and knowledge and integrate them into the innovation process, in addition to internal ideas and knowledge, in order to become more effective in creating and preserving value. As the reasons for the emergence of new concepts of management can best be understood from the perspective of research on various factors that act on them in a historical perspective, the objective of this paper is to review the general context of a paradigm shift in the management of innovation, and to further emphasize the benefits of altered modes of innovation, which generate the necessary competitive edge in the market.

Keywords: innovation, open innovation, management innovation

1. INTRODUCTION

Terms of change acceleration, discontinuity in the business, operations and globalization phenomena that accompany these processes require the creation of new theoretical paradigms, new concepts, and approaches to management. As global, dynamic, competitive environment requires the company to innovate rapidly, innovation has become the main criterion by which it is possible to assess how well the company does or will do so in the future. In 2003, Henry Chesbrough, a professor at the Haas School of Business and ESADE Business School and ex-

¹ * This work is part of a research project "Improving Serbia's competitiveness in the process of accessing the European Union", number 47028, for the period 2011-2014 supported by the Ministry of Education, Science and Technological Development of Republic of Serbia



ecutive director of the Garwood Center for Corporate Innovation at the University of Berkeley, was appointed and elaborated the concept of Open Innovation. The concept requires of companies that, in addition to internal ideas and knowledge, to use external ideas and knowledge and integrate them into the innovation process, in order to become more effective in creating and preserving value. Reflections on open innovation process, the way companies use the technology to improve and to create new products and services; Chesbrough introduced for the first time in the book *Open Innovation: The New Imperative for Creating and profiting from Technology* in 2003.

After the outbreak of the global economic crisis, this relatively new concept is becoming one of the most recent term in the business world. According to the latest in a series of research by Bain & Company consulting firm, which is engaged in the analysis of global privacy management tool, called Management Tolls and Trends 2011, we find the concept of open innovation among the 25 most popular management tools. We note that among the top ten management tools according to the frequency and usefulness of the concepts are Benchmarking, Strategic Planning, Vision and Mission Statements, Customer Relationship Management (CRM), outsourcing, Balanced Scorecard, Change Management Programs, Core Competences, Strategic Alliances, Customer Segmentation. This research suggests to the fact that the concept of open innovation is the greatest growth potential in use in 2011 compared to 2010. [1]. The main reason for insisting on the introduction of this concept is the revenue growth as a key priority for the company on a global level, which contributes significantly to the implementation of the concept.

Since the first serious studies of innovation related to Joseph Schumpeter [2], as one of the most important economists of the last century, innovations are the focus of economic research. Innovations are the central driver of economic growth and development and beyond, the source of life and improve the quality of our everyday life.

The World Economic Forum recently released the "The Europe 2020 Competitiveness Report" [3]. The report is the first in a series of reports that will monitor the implementation of the Europe 2020 strategy, which aims to strengthen smart, sustainable and inclusive development. The creation of intelligent, highly productive economy, innovation is a key factor. Seven key dimensions of the Europe 2020 strategy can be represented through the so-called seven pillars of smart, sustainable and inclusive Europe - Entrepreneurial environment, digital agenda, innovative Europe, education and training, labor market and employment, social inclusion and environmental sustainability. The third pillar in the creation of a smart economy is innovation. It is necessary to work to create the most advanced processes and products in order to create a competitive basis. This requires creating an environment that encourages innovative activity. It is necessary to ensure sufficient investment in research and development (R&D), the economy and the intensive cooperation of universities, research institutions, as well as a number of other driving activities that would constitute driving force in the creation of future economic growth. The basis of everything is in the open way of innovating.

Generating new ideas means *inventiveness*, but when we talk about innovation is not enough to keep up on the idea. Ideas do not generate income for the company, for the prosperity of society; it seems their commercialization and making their usable value, which is denoted by the *innovation*. For example, it is often said that the universities are inventive, generate many



ideas, but do not know to commercialize them, they are not innovative. Trott represents this with a simple mathematical equality as [4, p. 12]:

Innovation = theoretical concepts + technical invention + commercial exploitation

Innovation process is the timeline of events that occur due to the interaction of people with the aim of developing and implementing innovative ideas within a specific institutional context [5].

Innovations are the key to long-term survival and growth of companies. Given the importance of innovation, the company is required to create and, more importantly, to implement appropriate **strategies of innovation**. The mission and vision of the company, as well as its long-term goals drive innovation strategy as a part of an overall business strategy. In this context, the strategy of innovation can be seen as functional strategies such as marketing or human resources strategy. On the other hand, the strategy of innovation can be viewed as a commitment and dedication to innovation, and in this context, the strategy of a general nature [6, p. 12,13].

2. OPEN INNOVATION AS A NEW APPROACH TO MANAGING INNOVATION

Bearing in mind the fact we are using models to simplify the complex reality, we will examine the characteristics of the closed innovation model, the factors that led to the erosion of its specificity and innovating new ways for companies - an open innovation model.

In the not so distant past, internal research and development (R&D) is treated as a strategic asset and a barrier to entry in many markets. Large companies such as IBM, AT&T, DuPont, GE, were research oriented and the result of most of the research stems from their labs. Their research lab looked like an isolated fort, where the best and brightest people worked, and new ideas and technologies were kept within these walls as the greatest secret, away from the eyes of competitors.

Within these walls, the company was working to develop its own ideas, its development and production, financing, distribution and marketing processes to users. Thus, innovation projects are included in the innovation process at the beginning, developed using internal resources and competences of the company, and finally out of the process and commercialized through the company's own distribution channels. If the idea or technology project is canceled or rejected, they were collected and stored in the internal database. Nevertheless, if innovation teams do not return to these ideas or technology, they remain unused. These are the basic characteristics of the closed model of innovation in the management of innovation (see Figure 1). Creating innovation processes in these bases over a long period of the twentieth century, companies have been very successful.

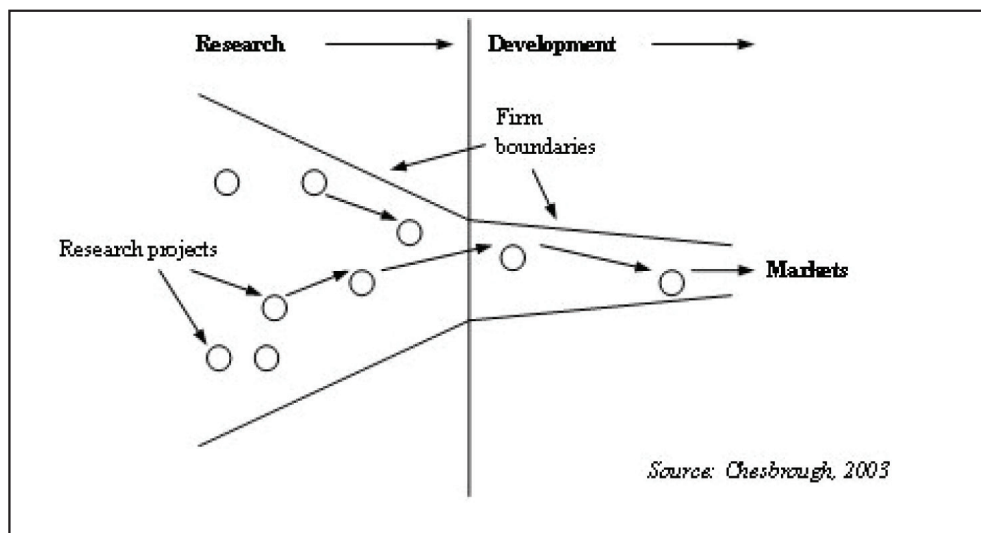
Source: Chesbrough, H. (2003) *Open Innovation: The New Imperative for Creating and Profit-ing from technology*, Harvard Business Review Press, p. xxii

The transformation from an industrial society to a digital knowledge society meant the transformation of the basis for economic benefits. While natural resources are the basis for creat-



ing the economic competitiveness of an economy for decades, now, more than ever we are aware of the fact that they are smart, ambitious individuals, which can be found everywhere, and that they are carriers of innovation activities. A growing mobility of highly educated and experienced people is one of the factors for disruptive innovation model presented. Many researchers dissatisfied with the fact that their ideas are not implemented or it is necessary to wait too long for the realization, would go to places where they could found better conditions. They often run their own start-up ventures that were very successful. Sony is one of the first successful examples of innovation with technology that has not been developed in the labs. Laser technology as the original idea had no application in the mass production of devices for reading and burning DVD and CD formats. Furthermore, the IT firm didn't create the Internet and we know it had no commercial purpose.

Figure 1: Closed paradigm for managing industrial R&D



Chesbrough as the main factors of erosion of closed innovation management models sees:

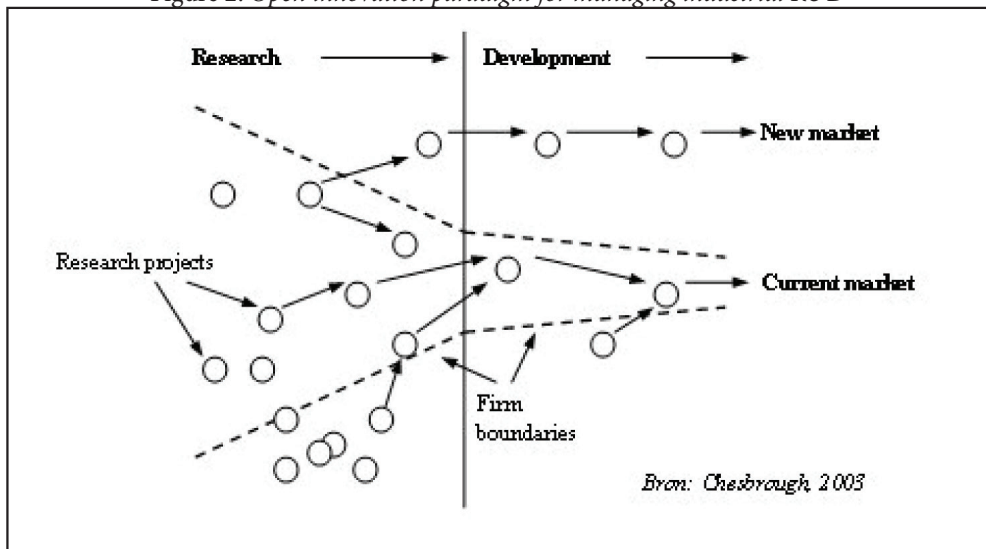
- Mobility of the workforce - experienced and qualified people in new environments that effectively apply knowledge,
- The growing presence of venture capital (VC), which specializes in the creation of new firms that commercialize external researches, transforming these companies into growing, valuable companies (7, p. Xxii) According to Chesbrough, venture capital pays D (development) - development in R&D abbreviation, while research, as R (*research*) - comes from another source.
- The growing importance of universities as research centers, which these days connect with stakeholders in the commercialization of their ideas in a much better way,
- Shortening the term of technology, as well as the life cycle of new products and services in the market



- The wide availability of knowledge from multiple sources - not only the universities, but also specialized suppliers, inventors, knowledge brokers, and others

The first two factors, acting in collision had the most important influence on the breaking the vicious circle in which the closed model of innovation rested. Inventors of fundamentally pervasive technologies, which are not recognized as such in the company and have not found an adequate way to commercialization, newly aware of the environment and the options available to them, relating their ideas and commercialize them independently, through the new start-up companies. Funds were provided by the venture capital, and if the venture is successful it could come to a takeover by a larger company in the market at an attractive price, or to opt for the initial public offering (IPO), first broadcast on the stock market, raise capital for business expansion and development. Therefore, the Cisco Company, the global leader in networking technology, achieved innovation leadership by investing in start-up companies and taking over successful start-up companies of the ex-veterans AT&T, Lucent or Nortel. Erosion of closed innovation model meant the birth of a new model - a model of open innovation. Because of these changes, companies are focusing efforts on finding more efficient and effective ways of managing innovation processes. The concept requires that for the companies it is necessary, in addition to internal ideas and knowledge, to use external ideas and knowledge and integrate them into the innovation process, in order to become more effective in creating and preserving value. Open innovation concept Chesbrough define as "random use of alternate entrances and exits of knowledge to accelerate internal innovation process and increase the market for external use of innovation [7, p. xxiv]. This can be graphically presented as follows (see Figure 2).

Figure 2: Open innovation paradigm for managing industrial R&D



Source: Chesbrough, H. (2003) *Open Innovation: The New Imperative for Creating and profiting from technology*, Harvard Business Review Press, p. xxv



Innovation process becomes open character in all phases of operation. At the entrance of the process, companies are seeking external solutions to problems. They are looking for innovators and start-ups that can be a source of innovation internally. In the implementation stage, the company may license the external intellectual property (IP, intellectual property) or take external innovation, which may have already been commercialized, but offers new opportunities. Further, the company can license its own technology to others, in order to create an additional source of income. At the stage of commercialization, the company could do spin-off (separation) of technologies that have already been commercialized through the company's distribution channels.

It is possible to illustrate that as follows. As a spin-off Berkeley University, the *Amyris* biotechnology company was created, which is in partnership with the *Gates Foundation* has developed a way of producing biologically significant drug compounds against malaria. The *Sanofi Aventis* pharmaceutical company has licensed application of new technology. *Amyris* has retained the intellectual property rights over the technology, and reprogramming it to create bio-fuels, with the financial support of the venture capital, which has evidence of the usability of technology [8].

We distinguish two models of open innovations [9]:

1. *Outside - in model*. The model focuses on the download and use of external knowledge and discoveries by others and their integration into the internal innovation processes.
2. *Inside - out model*. The model provides internal knowledge to external participants in a business environment that will better commercialize ideas that are not suitable for "domestic" business model.

Research laboratories were replaced by scientific - research campuses, such as the Philips High Tech Campus in Eindhoven, the Netherlands. In 1998, Philips founded the campus with the initial idea to bring together in one place all R&D activities of the company. Since 2003, the campus also includes the other companies, and currently has 8000 researchers and entrepreneurs. Their reunion physically strengthening the base of competence, and as output, nearly 50% of all patent applications came from the Netherlands. Philips as a result records better, cheaper and faster results. All campus stakeholders the creation of competitive advantage in the market, especially with the quality approach to competence were enabled.

3. OPEN BUSINESS MODEL

The idea of combining internal and external resources to maximize innovation productivity is the essence of the company's new business model that realize open innovations as part of an overall innovation strategy of the company, which must be aligned with the overall business strategy [10]. Innovate business models towards opening discusses of Chesbrough in his book *Open Business Models: How to Thrive in the New Innovation Landscape* in 2006. Therefore, internally oriented business model based on the closed method of managing innovation could not change the way of experiencing the innovation without opening a parallel business model. We should bear in mind that business model performs two important functions: it creates value and it covers part of the value created. The business model creates value by defining a series of activities from raw materials to the final consumer, which are aimed at creating a



new product or service with a value that occurs in each of the different activities. The business model encompasses a part of the value by setting unique resources, assets, or position within the chain of activities, which continue to create competitive advantage.

Opening a business model for the company means that in the commercialization of ideas it is possible to opt for a partnership or selling ideas, which will further commercialize other companies, not only to work on the commercialization of their ideas, internally generated. In order to survive on the market, it is important for companies to adopt a business model that will make them more open to external ideas and paths to market.

Open business model enables organizations to become more effective in the creation, as well as capturing the created values. They help create values through leverage more ideas, through the inclusion of a multitude of external concepts. Allow greater value using major funding, resources and position not only through what the company owns, but also in other business activities of the company. To fully take advantages of company benefits of open innovation, it is necessary to experiment with the business model. Large companies are often afraid of failure experiments in the form of a new product or technology. One way of solving this problem is a spin-off of the company or funding a start-up, which could be based on the exploitation of the possibilities of new ideas [11].

It is important to emphasize that the traditional way of innovation for the company disappears. It becomes a complementary part of the whole company in the management of innovation. We will quote the example of Cisco innovation process in which part of the collection of ideas operates on two levels: internally through the *I-Zone*, the internal mini-blog in the function of the collection of internal and external ideas through the *I-Prize*, the external portal for collecting external ideas. Complementary to the traditional way of innovation BMW has adopted the so-called "Virtual Innovation Agency", and VW uses an online interface that allows engineers from different locations around the world to contribute with new ideas and innovations [12, p. 221].

The existence of a clear innovation strategy focuses innovation efforts, and it is very important to be consistent with the overall business strategy. In this way, the operation in the context of open innovation will clearly support the overall strategy. In order to open the way of innovation come to life in an organization needs to become a way of doing business. Applying the concept of organizational change requires strong support from the top, so that the initiative was present throughout the organization.

Some of the companies in which the open way of innovating successfully was put into practice are P&G, Intel and IBM, General Mills, Kraft, Cisco, Lucent, Motorola, GlaxoSmithKline, Beiersdorf, Philips, GE, L'Oreal, Unilever. We notice that the successful implementation is possible in various industrial segments.

4. OPEN INNOVATION SERVICES

Further evolutionary development of the concept of open innovation Chesbrough considers through innovation services (Chesbrough, 2011). It emphasizes that revenues of service make up a significant portion of total revenue, even companies that manufacture. Therefore, companies like IBM that manufacture computer products: systems, servers, software, generate the



most revenue from services. Products are becoming smaller part of the economic pie, and yet we know far less about innovating services in relation to the development of new products and technologies [13, p. 2].

He refers to the knowledge-intensive services that becoming motor force of further growth and development of the developed economic systems. Chesbrough emphasizes that service activities are subject to stagnation and production, and that creating a significant competitive advantage requires a different approach to business, customers, business model, and ultimately their willingness to open their innovation processes.

5. RESUME

In today's business environment characterized by turbulence of change, their complexity and strong competitiveness, innovations becomes imperative for business. In the constantly changing business environment, the company is required to constantly adapt new trends, technologies, and constantly re-devising a business model in order to remain competitive. Leaders of the largest global companies recognized for years that the world is becoming increasingly interconnected society, and the fact that way of innovation is not through internal channels, and limited resources of the company. The new model of innovation becomes open to external resources, and the business model opens the way to more efficient commercialization and monetization ideas. The work is the modest contribution to the field of innovation management. We hope it will be an incentive for further studying of this issue in our companies, which can make the necessary competitiveness in the market and make recommendations for a successful transition to a new way of innovating.

REFERENCES

- [1] Rigby, D. & Bilodeau, B. (2011) „*Management Tolls and Trends 2011*“, Bain & Company.
- [2] Schumpeter, J. (1939) *Business Cycles: A Theoretical, Historical and Statistical Analysis of the Capitalist Process*. Harvard University Press.
- [3] „*The Europe 2020 Competitiveness Report: Building a More Competitive Europe*“ (2012) World Economic Forum.
- [4] Trott, P. (2002) *Innovation Management and New Product Development*. 2nd Edition. Financial Times Prentice Hall. ISBN 0273 655604
- [5] van de Ven & A.H., Poole, M.S. (1989) „*Methods for studying innovation processes*“. In: van de Ven, A.H., Angle H.L. and Poole, M.S. (Eds.). *Research on the management of innovation: The Minnesota studies*. Oxford: 31-54.
- [6] Herzog, P. (2011) *Open and Closed innovation: Different Cultures for Different Strategies*, 2nd revised edition. Gebler Research. ISBN 978-3-8349-2686-9
- [7] Chesbrough, H. (2003) *Open Innovation: The New Imperative for Creating and Profiting from Technology*. Harvard Business Review Press. Boston. ISBN 1-4221-0283-1
- [8] <http://www.amyris.com/en/about-amyris/our-story>



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

.....
LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- [9] Šire videti: „*Open Innovation: What's Behind the Buzzword?*” (2011) Institute for Innovation and Competitiveness i7, ESCP Europe & Accenture.
- [10] Šire videti: Lindegaard, S. (2010) *The Open Innovation Revolution: Essentials, Roadblocks, and Leadership Skills*. John Wiley & Sons., poglavlje I “Why Open Innovation Matters”. ISBN 978-0-470-60439-7
- [11] Chesbrough, H. (2007) „Why Companies Should Have Open Business Models“, *MIT Sloan Management Review*, vol. 48, No. 2, p. 22-28
- [12] De Massi, A., Lazzarotti, V., Pizzurino, E. & Salzillo, E. (2012) „Open Innovation in Automotive Industry: A Multiple Case Study“, poglavlje u knjizi *Management of Technological Innovation: Developing and Developed Countries*, InTech. Rijeka. ISBN 978-953-51-0365-3
- [13] Chesbrough, H. (2011) *Open Services Innovation: Rethinking Your Business to Grow and Compete in New Era*, Jossey-Bass. ISBN 1-4221-0427-3



ЭКОНОМИЧЕСКОЕ СОДЕРЖАНИЕ КОНКУРЕНТОСПОБНОСТИ ПРЕДПРИЯТИЯ

Никитина А. Елена

Белгородский государственный технологический университет им. В.Г. Шухова,
г. Белгород, РФ, elena_nikitina79@mail.ru

Аннотация: Конкурентоспособность является одной из важнейших интегральных характеристик, используемых для анализа экономической ситуации как в целом в народном хозяйстве России, так и отдельных товаропроизводителей.

Ключевые слова: конкурентоспособность, конкурентность, конкурентоспособность товара, конкурентоспособность предприятия.

1. ВВЕДЕНИЕ

Одним из важнейших факторов стабилизации и дальнейшего развития экономики народного хозяйства является конкурентоспособность промышленных предприятий. Экономика подавляющего числа стран мира глубоко втянута в мирохозяйственные связи, а национальный рынок, его требования в возрастающей мере формируются под активным воздействием мирового рынка и международной конкуренции.

С момента своего создания и в течение всей жизни любое предприятие поставлено перед необходимостью решения жизненно важных для него проблем конкурентоспособности. Поэтому, для успешной долгосрочной работы, любое предприятие должно, работая на местном рынке, ориентироваться на международный уровень конкурентоспособности.

Далее необходимо определиться с понятием "конкурентоспособность", что же мы будем понимать и в каких аспектах рассматривать данную категорию.



2. КОНКУРЕНТОСПОСОБНОСТЬ ПРОМЫШЛЕННЫХ ПРЕДПРИЯТИЙ

Исследование экономической литературы показывает, что до сих пор отсутствует общепринятое определение конкурентоспособности. Разнообразие авторских позиций связано с тем, в каком масштабе рассматривается конкурентоспособность – на региональном, национальном или мировом рынках. Также следует заметить отсутствие фундаментальности, системности в подходах к изучению конкурентоспособности: различные уровни конкурентоспособности исследуются отдельно друг от друга, слабо рассмотрены вопросы взаимосвязей и взаимовлияний между уровнями.

Приведем несколько примеров определения категории "конкурентоспособность" зарубежных авторов. М.Портер под конкурентоспособностью понимает: "Свойство товара, услуги, субъекта рыночных отношений выступать на рынке наравне с присутствующими там аналогичными товарами, услугами или конкурирующими субъектами рыночных отношений".

Мескон М., Альберт А., Хедоури Ф. предлагают следующее определение конкурентоспособности: "Выраженная компетентность заключается в том, что фирма делает что-то лучше, чем ее конкуренты, т.е. сохраняет конкурентоспособность, позволяющую фирме привлекать и сохранять потребителей".

По мнению Гельвановского М.: "В самом широком смысле – обладание свойствами, создающими преимущества для субъекта экономического соревнования – и есть конкурентоспособность".

Рудычев А.А. считает, что "конкурентоспособность предприятия – это реальное в существующих для него условиях положение по проектированию, изготовлению, сбыту товаров, которые по ценовым и неценовым характеристикам более привлекательны для потребителей, чем товары его конкурентов".

Ильсоева Л.Р.: "Интегральная конкурентоспособность предприятия – это его способность занимать определенную долю рынка продукции и способность увеличивать/уменьшать данную долю".

Фатхутдинов Р.А.: "Конкурентоспособность – свойство объекта, характеризующееся степенью реального или потенциального удовлетворения конкретной потребности по сравнению с аналогичными объектами, представленными на данном рынке" [1].

В нашей стране наиболее исследованными являются вопросы конкурентоспособности товара. Конкурентоспособность товара, по мнению Мишина: "Совокупность качественных и стоимостных характеристик изделия, обеспечивающих удовлетворение конкурентной потребности покупателя". Конкурентоспособным является тот товар, комплекс потребительских и стоимостных качеств которого обеспечивает ему коммерческий успех, т.е. позволяет быть прибыльно обмененным на деньги в условиях широкого предложения к обмену других аналогов. По мнению автора, такое толкование вызывает, по крайней мере, сомнение в адекватности понимания ситуации, складывающейся на том или ином рынке. Гарантирование конкурентоспособности продукции – возможность удовлетворять требованиям конкретного потребителя в определенный период времени по обеспечению необходимых показателей технического уровня, а также по затратам на приобретение и эксплуатацию данной продукции.



Производство и реализация конкурентоспособных товаров и услуг – обобщающий показатель жизнестойкости предприятия, его умения эффективно использовать финансовый, производственный и трудовой потенциал. Продавец конкурентоспособного товара не испытывает затруднений при получении прибыли от продажи своей продукции. Следует отметить, что конкурентоспособность товара – понятие относительное, жестко привязанное к конкретному рынку и времени продажи.

Только конкурентоспособный товар может обеспечить спрос платежеспособного потребителя, накопление инвестиций для обновления мощностей предприятия [2].

Сейчас остановимся на отраслевой конкурентоспособности, под которой будем понимать эффективность ее работы.

По мнению Алиева, отрасль конкурентоспособна, если товары, производимые ею имеют более низкую цену относительно других товаров, производимых национальной экономикой, чем товары, производимые на мировом рынке; т.е. относительная цена национального продукта ниже относительной цены продукта, предлагаемого на мировом рынке. Благодаря этому развитие международного разделения труда приводит к определенной специализации стран на мировой арене в зависимости от степени конкурентоспособности той или иной отрасли. При исследовании конкурентоспособности отрасли следует учитывать факторы социального характера, национальной безопасности страны, государственной структурной политики и др. При оценке конкурентоспособности на этом уровне предлагается применять следующие показатели: производительность труда, капиталоемкость, наукоемкость и технический уровень продукции, совокупность знаний и научных заделов, степень экспортной ориентации или импортной зависимости отрасли, экспансия отрасли (степень использования ее продукции в различных отраслях народного хозяйства) и др.

Страновая конкурентоспособность – способность экономики страны в условиях свободной конкуренции производить товары и услуги, удовлетворяющие требованиям мирового рынка, реализация которых увеличивает благосостояние страны и отдельных ее граждан. Подчеркивая связь уровней конкурентоспособности между собой можно сказать, что конкурентоспособность экономики страны есть суммарная конкурентоспособность ее предприятий.

Кратко рассмотрев указанные уровни, перейдем к исследованию конкурентоспособности предприятия.

Конкурентоспособность предприятия в самом широком смысле означает способность опережать других в достижении поставленных целей в борьбе за укрепление позиций на внутреннем и внешнем рынке.

С точки зрения общественных потребностей задачей предприятия является необходимость создания в процессе производства прибавочного продукта, составляющего основу роста благосостояния любого общества. С точки зрения всего общества конкурентоспособность предприятия может оцениваться степенью соответствия своего развития общественным потребностям.

Конкурентоспособность – это способность экономического объекта противостоять с помощью сравнительного преимущества в чем-либо.

Следует отметить, что одной из важных черт конкурентоспособности предприятия является ее относительность – данный момент также отмечают такие авторы, как Пор-



тер М., Градов А.П., Фатхутдинов Р.А.. Конкурентоспособность не является внутренне присущим качеством предприятия. Это означает, что она может быть обнаружена и оценена только в рамках группы предприятий, относящихся к одной отрасли, либо предприятий, выпускающих товары, близкие по своим свойствам (с точки зрения конечного покупателя). Конкурентоспособность можно выявить только сравнением между собой этих предприятий как в масштабе страны, так и в масштабе мирового рынка. С этой позиции конкурентоспособность предприятия можно определить как относительную характеристику, отражающую отличия процесса развития данного предприятия от предприятия-конкурента как по степени удовлетворения своими товарами или услугами конкретной общественной потребности, так и по эффективности производственной деятельности. Основным смысл понятия конкурентоспособность предприятия заключается в том, что оно характеризует возможности и динамику приспособления предприятия к изменяющимся условиям конкуренции на рынке. Светуныков С.В. предложил следующее определение: "Конкурентоспособность – это свойство объекта, имеющего определенную долю соответствующего релевантного рынка, которая характеризует степень соответствия технико-функциональных, экономических, организационных и других характеристик объекта требованиям потребителей, определяет долю рынка, принадлежащую данному объекту, и препятствует перераспределению этого рынка в пользу других объектов". Следствиями приведенного определения являются следующие достаточно очевидные утверждения:

- полностью конкурентоспособной может быть признана только такая продукция, которая обладает различными по своей природе показателями, не уступающими (по крайней мере) соответствующим показателям проданного товара в условиях конкретного рынка;
- основой для оценки конкурентоспособности любого вида продукции должно являться комплексное исследование рынка методами современного маркетинга, что позволит не просто определить некоторый абстрактный "базовый образец", но и правильно оценить место анализируемого объекта на данном рынке в сопоставлении с аналогичными оценками реальных и возможных субъектов рынка;
- при приобретении товара потребитель останавливает свой выбор на том образце среди аналогичных, который в наибольшей степени удовлетворяет его потребность.

Каждая потребность, независимо от того, относится ли она к сфере производства, или к сфере личного пользования, характеризуется совокупностью параметров, описывающих область ее существования и содержание необходимого полезного эффекта. Для того, чтобы рассматриваемый вид продукции был пригоден для удовлетворения данной потребности и представлял интерес для покупателя, он также должен обладать комплексом соответствующих параметров. Можно считать идеальным случай, когда совокупности параметров товара и параметров потребностей совпадают. Поэтому для изготовления конкурентоспособной продукции производитель должен стремиться максимально точно прогнозировать потребности потенциального покупателя;



- для покупателя товара исключительно важное значение имеет величина затрат, необходимых для удовлетворения соответствующих потребностей. При этом в случае наукоемкой продукции покупатель обычно несет затраты как при приобретении товара, так и при его эксплуатации. Общую сумму затрат при анализе конкурентоспособности называют "ценой потребления";
- доля фирмы на рынке зависит от ее доли в предыдущий период и потенциала конкурентоспособности товара в данный момент времени: высокий потенциал способен нарушить существующее на рынке равновесие или изменить характер протекания переходных процессов перераспределения в свою пользу; низкий потенциал не способен оказать влияние на рыночные процессы.

Как уже отмечалось, в литературе можно встретить трактовку конкурентоспособности как синонима качества продукции. Качество продукции относится к числу важнейших показателей деятельности предприятия. Повышение качества продукции в значительной мере определяет выживаемость предприятия в условиях рынка, темпы технического прогресса, внедрения инноваций, рост эффективности производства, экономию всех видов ресурсов, используемых на предприятии. В современных условиях конкуренция между предприятиями разворачивается главным образом на поле качества выпускаемой продукции.

Понятие качества продукции регламентировано в Российской Федерации государственным стандартом, ГОСТ 15467 – 79 "Управление качеством продукции. Основные понятия. Термины и определения": "Качество – совокупность свойств продукции, обуславливающих ее пригодность удовлетворять определенные потребности в соответствии с ее назначением".

Покупатель считает качественной ту продукцию, которая отвечает условиям потребления независимо от того, какие специфические потребности ей предназначалось удовлетворять. По мере развития научно-технического прогресса и потребностей общества происходит формирование новых требований, и качественная продукция становится недостаточно качественной.

Действительно, совокупность свойств продукции может быть той же (т.е. качество не изменилось), но для потребителя эта продукция может быть неприемлемой.

Совокупность свойств не может быть плохой или хорошей вообще. Качество может быть только относительным. Если необходимо дать оценку качества продукции, то надо сравнить данный набор свойств (совокупность свойств) с каким-то эталоном. Эталоном могут быть лучшие отечественные или международные образцы, требования, закрепленные в стандартах или технических условиях. При этом применяется термин "уровень качества" (в зарубежной литературе – "относительное качество", "мера качества").

Но любой документ или эталон узаконивает определенный набор свойств и характеристик лишь на какой-то период времени, а потребности непрерывно меняются, поэтому предприятие, изготавливая продукцию даже в точном соответствии с нормативно-технической документацией, рискует выпускать ее некачественной, не устраивающей потребителя.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

Таким образом, основное место в оценке качества продукции или услуг отводится потребителю, а стандарты, законы и правила (в том числе и международные) лишь закрепляют и регламентируют прогрессивный опыт, накопленный в области качества. Следовательно, качество как экономическая категория – это общественная оценка, характеризующая степень удовлетворения потребностей в конкретных условиях потребления той совокупности свойств, которые явно выражены или потенциально заложены в товаре.

В условиях рынка удовлетворенность конкретного потребителя совокупностью предлагаемых ему свойств в товаре находит выражение в акте купле – продажи. Такое совпадение свойств, характеристик товара и требований потребителя, означающее полное соответствие товара условиям рынка, называется его конкурентоспособностью.

Товары, таким образом, должны не только обладать набором технических, эстетических, эргономических и других свойств, но и отвечать условиям их реализации (цена, сроки поставки, сервис, престиж предприятия, реклама и т.д.). Конкурентоспособность продукции определяется комплексом потребительских (качественных и количественных) характеристик, позволяющих удовлетворять особые условия рынка. Конкурентоспособная продукция легко и быстро реализуется на рынке по наименее затратным каналам сбыта. Фактически товар проходит проверку на степень удовлетворения общественным потребностям. Они диктуются вкусами и предпочтениями определенной группы покупателей (сегментом рынка), поэтому понятие конкурентоспособности всегда конкретно. Коммерчески выгодный сбыт товара возможен лишь на конкретном рынке в определенных условиях конкуренции.

Каждый покупатель приобретает тот товар, который максимально удовлетворяет его личные потребности. В целом покупатели приобретают товар, который более полно соответствует общественным потребностям по сравнению с другими. Поэтому степень удовлетворенности покупателя товаром тоже складывается из совокупности мнений единичных покупателей и формируется еще в преддверии появления на рынке, на любом этапе жизненного цикла изделия до момента утилизации. Конкурентоспособность зависит от степени удовлетворенности покупателя товаром.

Конкурентоспособность товара определяется (в отличие от качества) только той совокупностью свойств, которые представляют несомненный интерес для определенной группы покупателей и обеспечивают удовлетворение данной потребности. Прочие характеристики и свойства продукции во внимание не принимаются. Товар с более высоким уровнем качества может быть менее конкурентоспособен, если его стоимость значительно повысилась за счет придания товару новых свойств, не затребованных группой потребителей, для которых он предназначен. Кроме того, один и тот же продукт может быть конкурентоспособен на внутреннем рынке и неконкурентоспособен на внешнем, и наоборот.

Необходимым элементом определения уровня качества продукции является сравнение с базой, выбор которой бывает достаточно проблематичным. Если же говорить о конкурентоспособности, то для ее оценки необходимо сравнить параметры анализируемого изделия и товара-конкурента с уровнем, заданным запросами и предпочтениями покупателя, а затем сравнить полученные показатели.



С позиции качества можно сравнивать лишь однородные объекты с точки зрения не только назначения и области применения, но и основных конструктивных и технологических особенностей. С позиций же конкурентоспособности, где за базу берется удовлетворение конкретной потребности, возможно сопоставление и неоднородных образцов, различающихся по элементной базе, принципу функционирования, технологии изготовления, но представляющих различные способы удовлетворения одной и той же потребности. Например, при сравнении датчиков для роботов не имеет значения физический эффект, заложенный в принцип действия устройства, его схема и конструкция, а интересны лишь технические характеристики, цена и т.д.

Можно утверждать, что для потребителя качество является обязательной характеристикой, но недостаточной для принятия решения о приобретении данного товара. Другими словами, конкурентоспособность определяется не просто отличными характеристиками товара, а его привлекательностью для клиента, нацеленного на покупку. В этом заключается суверенитет потребителя: решающее слово остается за ним даже в тех случаях, когда он объективно не прав. В истории бизнеса немало примеров, когда товары, получившие наивысшие оценки экспертов, оставляли равнодушными потребителей. Отметим также, что определяемые совокупностью свойств товара его качество и конкурентоспособность проявляются в разных сферах. Качество продукции закладывается в сфере проектирования и производства и обнаруживается в процессе ее использования, т.е. в сфере потребления. Конкурентоспособность продукции может быть установлена лишь в результате ее продажи, т.е. в сфере обращения. Таким образом, у категорий "качество" и "конкурентоспособность" имеют место разные сферы проявления. При неизменности качественных характеристик товара его конкурентоспособность может меняться в широких пределах.

Таким образом, представляется, что проблема конкурентоспособности является комплексной. Соответственно проблема анализа и оценки конкурентоспособности продукции должна решаться на основе согласованного применения теоретического и прикладного аппарата, созданного в рамках технических и экономических научных направлений и включать решение следующих проблем:

- изучение запросов и предпочтений потенциальных покупателей продукции;
- организация мониторинга рынка с целью сбора информации об условиях сбыта продукции, фирмах и товарах - конкурентах;
- разработка единой системы показателей качества продукции, используемой как ее производителем, так и потребителем;
- конструирование обобщенной модели исследуемой проблемы, в том числе формирование множества факторов, влияющих на конкурентоспособность и определение их взаимосвязей;
- формирование общих подходов к количественной оценке конкурентоспособности продукции, разработка частных методов, алгоритмов и процедур решения задач, относящихся к данной проблеме;
- анализ динамики конкурентоспособности продукции в целом и факторов, ее определяющих;



- определение уровня конкурентоспособности продукции, обеспечивающего заданный объем прибыли или необходимую долю рынка.

3. ВЫВОДЫ

Наконец, конкурентоспособность – это важная рыночная категория, отражающая одно из важнейших свойств рынка – его конкурентность. При неизменных качественных характеристиках изделия его конкурентоспособность может изменяться в достаточно широких пределах, реагируя на различные факторы, определяемые конкурентной средой предприятия [3].

Государство оказывает прямое воздействие на уровень конкурентоспособности продукции, во-первых, предъявляя высокие, на уровне зарубежных рынков и выше, требования к заказываемой им продукции и, во-вторых, осуществляя регламентацию на уровне мировых стандартов и выше. Строгие стандарты относительно характеристик изделий содействуют созданию конкурентного преимущества повышенного уровня, особенно если они опережают мировые стандарты. Следует делать различие между содержанием стандартов и их применением на практике. Повышению конкурентоспособности содействует быстрое и последовательное применение строгих стандартов. Несомненно, без достаточно развитого правового института невозможно обеспечивать и поддерживать конкурентоспособность как отдельного предприятия, так и страны в целом.

БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] Никитина, Е.А. Управление конкурентоспособностью предприятия / Е.А. Никитина, В.В. Выборнова. Учебное пособие. – Белгород: изд-во БГТУ, 2011, 92 с.
- [2] Никитина, Е.А. Особенности формирования комплекса показателей для оценки конкурентоспособности промышленных предприятий на отраслевом уровне / Е.А. Никитина // Социально-гуманитарные знания, №8, 2012. – С.253.
- [3] Рудычев, А.А. Стратегические направления повышения конкурентоспособности промышленного предприятия / А.А. Рудычев, Е.А. Никитина // Социально-гуманитарные знания, №8, 2012. – С.272.



INFORMATION MODELLING OF FOOTBALL CLUB INFORMATION SYSTEM IN FUNCTION OF THE CLUB MANAGEMENT

Nikolić Zoran¹, Jakovljević Goran², Nikolić Milan³

¹ ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
mznikolic@ptt.rs

² High Technical Mechanical School of Applied Engineering, Trstenik, SERBIA,
goranjako@gmail.com

University of Niš, Faculty of Economics, Niš, Serbia, mima.nikolic@sbb.rs

Abstract: Information modeling of activities and organization of football club is provided by application of IDEFIX (Erwin) tool, on the basis of previously done functional model tool IDEFO (BPwin). Information model served for creation of applicative model in MS Access Program. The functioning of realized Football club information system is illustrated by relevant forms of data base. Database access is achieved by a depth in three levels through a set of forms on simple and interesting way. In this way, the aim of developed system which is in function of work of professionals, management and other staff of the club is achieved.

Key words: Information modeling, Database, Entities, Relations, Match.

1. INTRODUCTION

More pronounced decline in the quality and success of Serbian football clubs and representation at international competitions impose a need for more comprehensive understanding of the development of the sport in Serbia. The development must be based on scientific and technological achievements. Information technologies have penetrated in all aspects of life and work, and have found application in achievement of top sport results. Their knowledge and understanding of the football development based on the application of information technology are applied by authors to a original solution of the *Football club Information system (FCIS)*.

One of the main task os ISFC is to allow the defining strategy in the management of the club. The integration is based on the integration of all information flows in a football club, and based on that, as well as on the defining of management processes that take place in the club and its environs. Also, the *information system (IS)* should provide an easy communication



with the external environment, primarily through the receipt and processing of information constantly coming to the club. The management of the club of ISFC should provide support in decision-making at all levels, through accurate, complete and timely information relevant to the functioning of the club and achievement of designed goals. In the modeling procedure, which has certain methodological rules, it was indispensable to adapt the designing of IS with the real needs and possibilities of football clubs in Serbia.

This study represents the continuation of realization in the designing of information system of the Football club. Based on the realized functional model of ISFC [1] there was approached to the modeling of information system. Information modelling of data is done in terms of defining necessary entities, their attributes and relations.

The aim of this work is that at sport, organizational and business activities of football club to apply the modern **IDEF** (*Integration DEFinition*) methodology in the development of the information system and such a system put into function.

In the first part of the paper are exposed the bases of information modeling based on IDEF techniques. After that is done the information modeling of the football club using **CASE** (*Computer Aided Software Engineering*) tool **ERwin** (*Entity Relationships for windows*).

In the second part of work, within the implementation of ISFC, ERwin model is transferred into the programme for the management of the database - **DBMS** (*Database Management System*) – **MS Access**.

The third part is dedicated to the applicative model. The work of application is illustrated by the most important forms in a sufficient extent that the functioning of the system to be clear to the reader.

2. INFORMATION MODELING OF A FOOTBALL CLUB

Information modelling activity is defined through the following sub activity: define detailed requirements, the creation of **ER** (*Entity Relationships*) model, the creation of attributes and the definition of business rules [2].

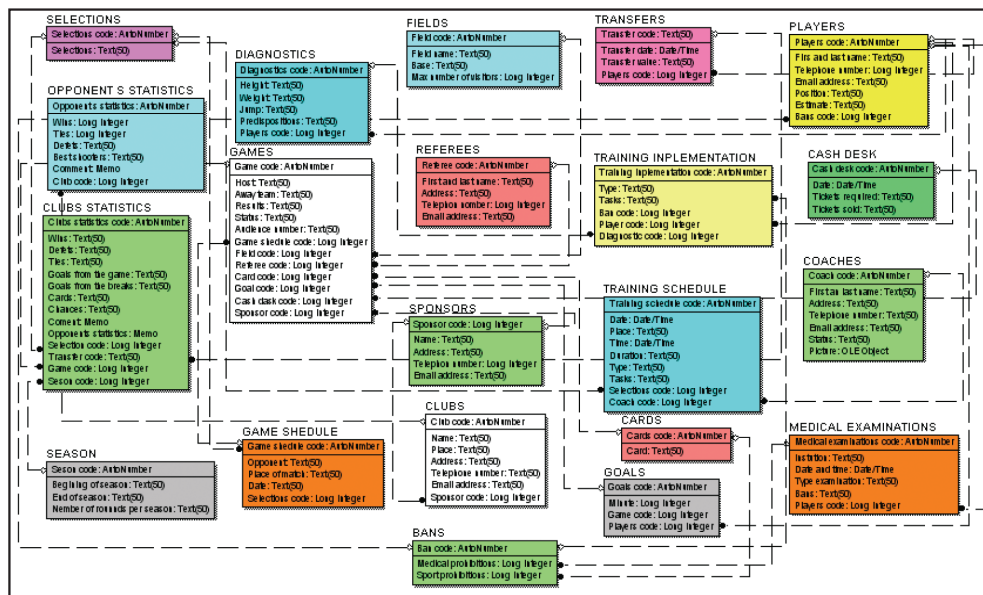
In the implementation of working process of the football club in the part of the organization of data is used the information modeling standard **IDEFIX** (*eXtend*) realized through **ERwin** tool [3] - [5]. In Figure 1 is presented the information data model of ISFC. In order to achieve more optimal organization of system data in the information model was included 21 entities. Entities may be numerous, but in the implementation of this model they took into account the possibility of football clubs with modest incomes, so a compromise solution was made.

3. IMPLEMENTATION OF FCIS

Implementation of IS was done by generating a database scheme, development of application and creation of reports. Based on the information model, done in ERwin programme with the known procedure, automatically is created the database in the programme for management with the database - MS Access (Figure 2).



Figure 1: Information model of FCIS data



Applications were made on the basis of a created database scheme with the ability to set specific requirements of future users. This activity was carried out with all specifics of the selected MS Access of DBMS system. In doing so, they defined menus and attractive shaped forms. Defining of menu and movement through application was done in a way to reflect the logical way of work of user application. **Creation of reports** was also done with all the specifics of the selected DBMS systems [2], [6].

4. APPLICATION

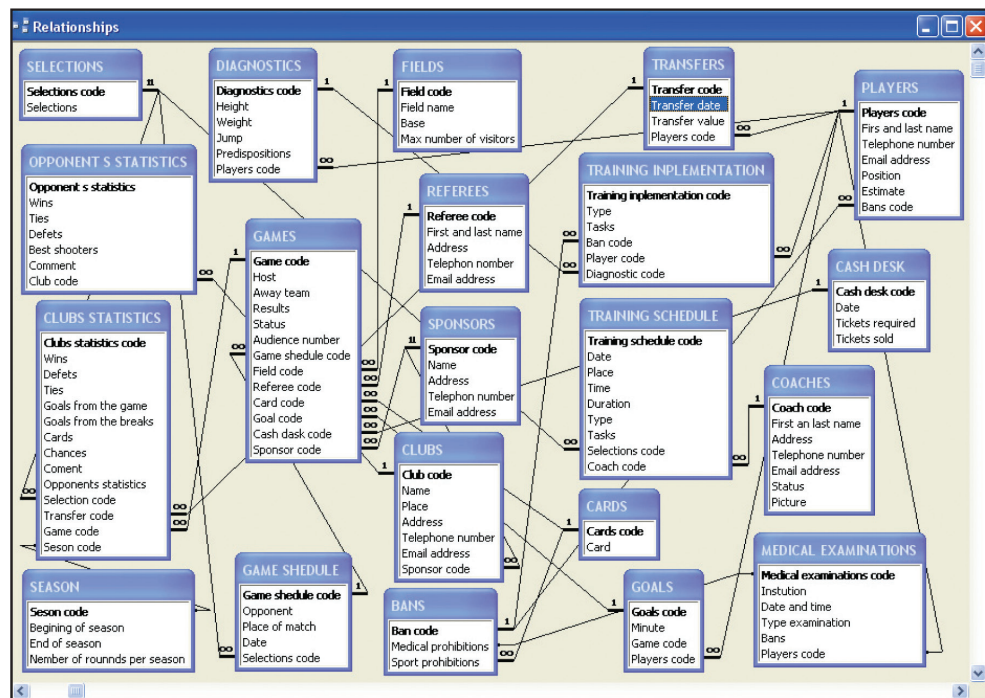
Handling the database is organized by opening the form in depths up to four levels. When opening the database automatically is open the Main form (Figure 3). Via the Main form is activated any of the forms whose names are printed on the labels along the appropriate command buttons. Each form though the command buttons enables further opening of sub-forms or the final forms. An application part is organized in a way that next to each form is one of its final form. In further presentation in brief are described some of the properties of a series of application forms, which are selected in a way that through of them can be seen the manner of operation of the FCIS as a whole.

Form **Gaming staff** (fig. 4) includes buttons *Players*, *Health bulletin* and *Prohibitions*. Activating of these buttons open the appropriate forms containing the personal and professional data about the footballers, evaluation of ability to play based on carried out medical examinations, a player's form and eventual medical or sport bans to play. For example, activating the button



Players opens the same name form (fig. 5) for input, review and updating of basic and professional data about the players of all selections of the clubs (juniors, seniors).

Figure 2: Relationships between tables



Form *Matches* (fig. 6) include the most important information related to the club competition that is achieved through the final form *Match*, *Game schedule*, *Season*, *Goals*, *Cards* and *Referees*. From the set of these forms is selected and displayed a form *Match* (fig. 7). In it are written the data on the date of the match, on the opponent team, about the achieved result, the referee, the selection of players and number of spectators.

Diagnostic and statistical data based on which is assessed the physical and psychological readiness of the team that possesses this IS as well as the opposing team get through the form *Sports statistics* (fig. 8). It opens the following final forms: *Team's statistics*, *Opponent statistics* and *Diagnostics*. Form of *Team's statistics* (fig. 9) is used for input and updating of data related to monitoring of efficiency and elements of team play and individual players depending on the position in the team. An important data is the *Comment* that points to the elements in the game of the team that needs to be improved. *Opponent statistics* enable the monitoring of game of the opponent and preparation of the club for the match. Opening the form of *Diagnostics* is obtained an overview into the indicators of functional abilities and results of anthropometrical measurements of the gaming staff.



Figure 3: Main form of user application

Figure 4: Form Gaming staff

Figure 5: Final form of Players

Figure 6: Form Matches

Figure 7: Final form of Match



Figure 8: Form Sports statistics

Figure 9: Final form of Team's statistics

The application has a series of reports created by the query, subforms and final forms that you can get the full overview or an overview by date of the: carried out medical examinations, performed training or schedule of match. There were selected and presented report on **Medical examinations** (fig. 10). Report on **Medical examinations** provides presentation in health of the gaming staff. Specifically, this report is a record of the medical examination of players, the institution in which the examinations have been carried out, types of examinations and medical reports.

One of the features of MS Access programme is moving through the application via the form which in scenic way present the work of the system. In addition, there's done the optimal choice of form, the final form and report, so the description of application in more details was superfluous in this study. In any case, the remaining forms, subforms and the final forms of application, as well as their detailed descriptions can be found in literature [7].

Figure 10: Report on Medical examinations

ID_medical examination	Player	Institution	Date/Time	Examination type	Health report
2	Boban Bajković	KBC Niš	12.1.2012	Periodical	Hypertension Ta: 145/95. Leave 30 days.
4	Ognjen Mudrinski	KBC Kraljevo	12.1.2012	Periodical	Able to go in for the sport.
5	Filip Kasalica	KBC Banjica	2.2.2012	Target	Meniscus injury. Leave 90 days.
6	Miloš Dimitrijević	KBC Kraljevo	2.2.2012	Target	Able to go in for the sport.
7	Aleksandar Pantić	KBC Beograd	3.2.2012	Target	Able to go in for the sport.
8	Filip Mladenović	KBC Niš	4.4.2012	Systematic	Arrhythmic. Pulse 100/min. Leave 60 days.
9	Luka Spajić	KBC Niš	5.4.2012	Systematic	Able to go in for the sport.
10	Srđan Mijailović	KBC Kraljevo	13.4.2012	Systematic	Able to go in for the sport.



8. CONCLUSION

Information modeling of datas is achieved by defining of necessary entities, their attributes and relations between the entities. Data model is done under the IDEFIX standard and include 21 entity. Creation of application on the basis of set data model is done on relation database by the MS Access Program. Application model provides organizational unity of sports, business and administrative part of the system, grouping the appropriate options of programmes into separate menu units. In this way, the approach to segments of application is systematized for professionals, management and other staff of the club is achieved.

The working of application is checked in the whole in the real conditions. Through practical application of this system the omissions and errors, that are probably done in the phase of projecting, will be avoided. The authors of this work are expected that the system will get the full verification through wider application, which will achieve the goal of this project – the improvement of football in Serbia.

Further development of Information system of football club will focus on expanding of its application on activities of sports society.

REFERENCES

- [1] Jakovljević, G., Nikolić, Z., Nikolić, M.: (2013), **Functional Modelling of Football Club Information System as Support to the Club Management**, 3rd International Scientific Conference "Law, Economy and Management in Modern Ambiance" – LEMiMA 2013, April 2013, Belgrade, Serbia.
- [2] Nikolić, Z., Radovanović, M., Nikolić, M.: (2012), **Design Of Library Information System Using IDEF Methods**, 12th International Conference "Research and Development in Mechanical Industry", RaDMI 2012, Vrnjačka Banja, Serbia.
- [3] Ang, C.L., Luo, M. & Gay, R.K.L.: (1997), **A knowledge-based approach to the generation of IDEF0 models**. *International Journal of Production Researches*, Vol. 35, No. 5, p. 1384-1412.
- [4] Ang, C.L., Luo, M., Gay, R.K.L.: (1994), **Automatic generation of IDEF model**, *Journal of Intelligent Manufacturing*, vol. 5, no. 2, pp. 79-92.
- [5] Dašić, P.; Šerifi, V. & Dašić, J.: (2009), **Funkcionalni i informacioni model procesa stručnog usavršavanja u osnovnom i srednjem obrazovanju Pomoću IDEF standarda**. *Journal of Research and Development in Mechanical Industry (JRaDMI)*, Vol. 1, No. 1, str. 3-20, (in Serbia).
- [6] Veljović, A.: (2004). **Razvoj informacionih sistema i baze podataka**, Centar Informatičkih Tehnologija, Beograd, (in Serbia).
- [7] Jakovljević, G.: (2012), **Projektovanje Informacionog sistema fudbalskog kluba upotrebom IDEF metoda**, Završni rad, Visoka tehnička mašinska škola strukovnih studija Trstenik, Trstenik.



THE ROLE OF MANAGEMENT APPROACH TO PEOPLE – SOLUTIONS FOR MODERN SOCIETY IN CRISES TIME

Nikolovska Katerina

European Center for Peace and Development, Doctoral studies on EPCD,
Skopje, Macedonia, knikolovska10@yahoo.com

Summary: *We're living in a time when we're facing up with crises. Management is a universal process. Changes that are happening in the modern society today allocates the management as one of the driving factors for successful manage on all levels. People are those who need to push the pace to the finish for raising the standard of living. Through the availability of information and knowledge, are maturing up to the successful managers, which are established on good interpersonal relationships offering the best solutions.*

Keywords: *management, modern society, people, managers*

1. INTRODUCTION

"When you're facing up with difficult times, you need to begin with work" – Tom Hopkins –

As soon as we're concentrated on the event and activities that need to be taken to overcome the situation, and no matter how adverse event is, than sooner we'll begin to move things forward and improve the current situation. People are changing and in an instant and dramatic change in the demographic statistics have and will have huge impact on the global economy, economy therefore will be also unpredictable, misunderstandings and inaction in accordance with huge number of regulations in a steady increase can be fatal, non-compliance on regulations, the loss of reputation and the strong base of customers, like and the risk in offering weak services which aren't highly demanded, could destroy it every institution. In the modern living, also the increased competition causes crisis especially when the competition is using the impotence at some industry and gets the best economic offer available to it.



2. MANAGEMENT APPROACH TO PEOPLE IN CRISES TIME

To be able to successfully cope with the challenges that arise in the process of managing the in crises time, managers should possess a minimum of features, they need to be: *universally educated; able to take business risk; able to make decisions, to manage; excellent organizers; possessing a sense of motivating people; able to set goals and to mobilize resources for achieving those goals; to have sense of modernity and new trends; flexible; to have a sense of market monitoring of social goods and services, as well as the labor market, etc.* Depending on the level of the manager and the nature of the business that holds the institution, manager is directed, more or less to external communications, so based on that here certainly important role have the environment. Environment in itself covers all the institutions, processes, forces, etc. that are outside the institution, but which they're acting on to her success. *Uncertainty, however, depends on: the degree of change and the degree of complexity. The degree of change can be very dynamic and unpredictable, and then we have a dynamic environment. If the degree of change is minimal and predictable, then we have a stable environment. The degree of complexity represents another dimension of the environment. The complexity means coverage of many components of the environment that have an impact on the work and success of the institution, and thus the management team that leads them.* So, it remains thesis that *managers can only affect the environment, but not to define and create. Managers haven't the possibility create the environment, but they are crucial for the internal environment of working, in the institution.* They should act convincing, motivating, stabilizing, to develop good interpersonal relationships, to inspire faith in the collective, and so on.¹ The problems of modern society have led many people to complain: 'We live in terrible times. Yet, given the choice, no one today would prefer to live in any other time.' Though we are rushing ahead towards the 21st century with the boon of technological benefits hand in hand, human life has not been so easy and comfortable as one really expects to. Technological advancement and competition in the market has not always turned to be prolific in nature. It also has turned out to be the provenance of hectic life, mental frustration, competition in the market along with the economic inflation.² Human capital is intangible and can't be manage on that way on which work, products and technologies are managed. One of the reasons for this is that the employees, of the organizations owns the entire human capital. If valuable employees leave the company, they take their human capital with them and any investment in which company has made for training and development of those people will be lost. For being build human capital in organizations, managers must continue to develop superior knowledge, skills and experience inside in their workforce. Employment programs are focused on identifying, selecting and hiring the best and brightest available talents. Training programs complement these exercises for employment, to provide more skills, especially in places that can't be transferred to another company if the employee leaves.³

3. TQM – SOLUTIONS FOR MODERN SOCIETY

When is total quality management (TQM) in question, then the present crises in its implementation is arise for two reasons. The first is the change. TQM require significant changes in



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

the organization, methods, processes and behavior. In organizations needs time for them to do all that, and therefore changes sometimes are painful. Line workers take more responsibility and authority and become more accounted for their work. Supervisors which are experts and commanders are transformed into facilitators and coaches. Middle management who maintains the processes is transformed as solution for problems. The top management has to think differently, to become more aware of the presence and interaction with customers. The second reason for the crisis in quality is expectations care. With the increase of people's awareness of that how should look like the organization in quality, they becoming more sensitive in their behavior and to the problems of their organization also. That can create and awkwardness. This situation can be avoided through appositely planning. n the beginning of the process, expectations should be reduced to the least. Everyone needs to know that there will be setbacks, as normal involution, managers should be trained for interpersonal relationships, so that they will be trained in crisis. Project for the first year should be simple and have a high probability to success. All improvements, no matter how big they are, should be documented and publicized. Progress periodically must be analyzed and in accordance with it and aims to correct.⁴ Of particular importance for us is how to attract private initiative and private equity, which can only move things forward in social care. The answer is clear: in conditions of market economy, modern managers are needed who will be able to offer programs and projects for social sector development on economic grounds and will be able to attract a larger number of private investors. As a first step in opening the market of social services and attracting public and private investors, is establishment of date-base for the social needs of citizens in the local community and on the district level. The next stage is determining priorities, at the provision of social services in accordance with national programs, on the one hand, and the available resources, on the other.

4. CONCLUSION

Modern managers are those who succeed to cope with the complexity and changes that come from the environment. Modern management and TQM influence in overcoming the crises, creating favorable climate in the organization and good interpersonal relations towards people on achieving the goals.

BIBLIOGRAPHY:

- [1] Gocevski, T.: *Social Management*. Skopje: Faculty of Philosophy, 2006. pp. 111-113. ISBN 9989-934-60-6.
- [2] <http://www.urch.com/forums/gmat-awa-analysis-issue/33362-problems-modern-society-have-led-many-people.html>.
- [3] Shneel, S. & Jackson, H. J.: *Human Resource Management*. 15 Edition. Canada: South-Western Cengage Learning, 2010. pp. 14. ISBN-13: 978-0-324-59331-0.
- [4] Dukovski, V.: *Management of Quality*. Skopje: Mechanical Faculty, 2003. pp. 293-294. ISBN 9989-2131-0-0.



MEDICAL WASTE MANAGEMENT

Nitovski Mitić Aleksandra

Helath Care Institution, Vlasotince, Serbia, anmitic@gmail.com

Abstract: *Integrated management of hazardous waste and medical waste in particular is a complex process that requires an interdisciplinary approach and teamwork of experts in various fields, as well as the efficiency of institutions not only from Serbia but also from the environment. Defining procedures in medical waste management should be focused on inadequately managed waste, and which is represents a danger to the environment and human health. It is necessary to adopt the recommendations of the World Health Organization for the collection, selection, packaging, transportation, treatment and disposal of all individual categories of medical waste that are applied in the European Union, with respect to the universal principles of waste management.*

Keywords: *medical waste 1, legislative framework 2, national strategy 3*

1. INTRODUCTION

In recent decades the world has significantly increased the amount of waste generated, which is the best indicator of the causal link between human activity and environmental quality.

The increase in production and consumption of material goods with increasing living standards as a result has a creation and an increasing amount of waste materials that, if not treated properly, can contaminate the environment, and thus affect the health of people.

Under medical waste, we mean all waste generated in institutions of primary, secondary and tertiary health care institutions, veterinary medicine, as well as using institutions that use stabbing items, and are not medical facilities (tattoo salons, acupuncture, etc.).

Conditions of operation and handling medical waste are quite demanding, requiring great responsibility and attention during the entire processing of medical waste, including:

- Separation at the place of origin,
- Proper packaging
- Safe taking over
- Transport
- Treatment
- Disposal into municipal landfill under special conditions



Wastes resulting from the provision of health care and can be divided into two groups of waste, municipal and hazardous waste. Municipal waste includes the usual waste, cardboard, cardboard boxes, paper, glass, plastics, and food residue. Medical waste is generating in facilities which perform health care includes infectious, pathological, chemical, pharmaceutical or toxic waste, as well as citostatic medications, sharp instruments and other hazardous waste. Hazardous medical waste requires special treatment and final disposal. Major producers of hazardous medical waste are hospitals that have not yet adapted to the existing EU legislation and the instructions on the treatment of medical waste.

2. IDEA AND THE CLASSIFICATION OF MEDICAL WASTE

There are several definitions of medical waste that is considered acceptable when it comes to the categorization and classification of medical waste generated in health care facilities.

Medical waste is defined as "all waste, hazardous or non-hazardous, which is generated in the provision of health services (diagnosis, prevention, treatment and research in the field of human and veterinary medicine)." In other words, the medical waste means all waste generated in health care facilities, medical research centers and laboratories.

Medical waste is a waste that encompasses all waste materials created as a product of health care, humans or animals. All waste that is produced in the process of treatment, research, or any medical activity is medical waste. According to the character, all the waste generated in health care facilities are divided into municipal waste and hazardous waste.

Under medical waste we mean all waste generated by the provision of health services in health care facilities or elsewhere, regardless of its composition, properties and origins.

Medical waste is a heterogeneous mixture of conventional municipal solid waste and hazardous medical waste [2].

According to the World Health Organization (WHO) hazardous medical waste can be divided into the following groups:

- Infectious
- Pathological
- Radioactive
- Pharmaceuticals
- Sharp objects
- Pressure vessels
- Chemical waste
- Waste containing heavy metals

There are basically two types of medical waste:

- Non-hazardous waste (waste that does not have the characteristics of hazardous waste and it is similar to the household waste)
- Hazardous wastes (which in its origin, composition and concentration of hazardous substances may cause danger to the environment and human health, and has at least one of the characteristics defined by special regulations, including the container in which the hazardous waste was packed).



2.1. State of medical waste in the world and in serbia

The amount of medical waste generated in a country depends on its economic power and level of health care system. The richer the country, the more developed health care system, and more waste.

The generation of waste in health care is uneven. The amount and types of waste are most dependent on the size and type of institution, i.e. whether the institution has hospital treatment and what is the type of disease it is treating, whether only perform inspections and minor intervention, etc.

Highly developed countries produce up to 6 kg of hazardous medical waste per person per year.

Hospitals in the Republic of Serbia have 50,988 in which approximately 15 million hospital days per year realize. The average bed occupancy is 72% per annum. According to the data from the health sector, there are additional 2700 beds, located in military hospitals and private clinics. Based on these data, it was estimated the amount of medical waste generated in health care facilities. It is estimated that all health institutions in Serbia annually produce about 48,000t of medical waste. About 9,600 t of this waste is considered infectious and hazardous waste. Estimate of the amount of infectious generated by medical waste in health care facilities not including private sector and Veterinary Medicine, is based on an estimate of production of 0.7 kg of waste per bed per day Table 2 [1,4].

Table 1: The total annual amount of medical waste in the Republic of Serbia

Source	Amount of waste (t/year)
Hospitals	5300
Healthcare Centers	2410
Other ambulances	1700
Public Health Institutions	200
The total amount of medical waste	9600

2.2. Medical waste management in serbia

Introducing a system of infectious medical waste in Serbia is of great importance for improving the health of the population of Serbia and improving the quality of health services, the activities of the Ministry of Health and Ministry of Energy, Development and the Environment at introducing a system of infectious medical waste, uniformly in all administrative districts in Serbia, in health institutions of the state and the private sector will provide, first of all, significantly decreasing of the creation of infectious medical waste.

Basic medical waste management systems were developed with the idea to solve the problem of medical waste accumulation. Their task is to clean and remove the medical waste from the place of origin in order to protect the environment and human health. Although the basic systems may involve different levels of technology and sophistication, all have in common



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

storage, collection, transportation and disposal of medical waste, with additional improvements in technology.

The main objective of medical waste management is the introduction of a healthy and environmentally friendly way of dealing with medical waste, qualified for our economic situation and the level of development of health care. Secondary objectives are:

- Creating a coherent system of management compliant with practices and EU regulations
- Reducing the risk professionally exposed persons and the general population of becoming ill
- Reducing environmental pollution
- Enabling recycling of secondary raw materials from medical waste

The best index of the size of the problem and the importance of proper management of medical waste provides WHO data on illnesses that are related to this issue and a target-testing of GZZZ Institution from Belgrade.

WHO notes that in 2000, because of unsafely deferred needles and syringes 21 million cases of hepatitis B (32% of all newly detected), 2 million hepatitis C (40% of all newly discovered) and 250 thousand HIV infections (5% of all newly detected) were recorded worldwide.

Data show that in Belgrade, health workers and associates are 5 times more susceptible to become sick from hepatitis B than the general population. More than 50% of the cleaning staff and nurses from the ward for hemodialysis are exposed to Hepatitis B and C pathogens, while the most is assisting staff, nurses and laboratory workers [2].

2.3 Legislative and legal framework of medical waste management in the republic of Serbia

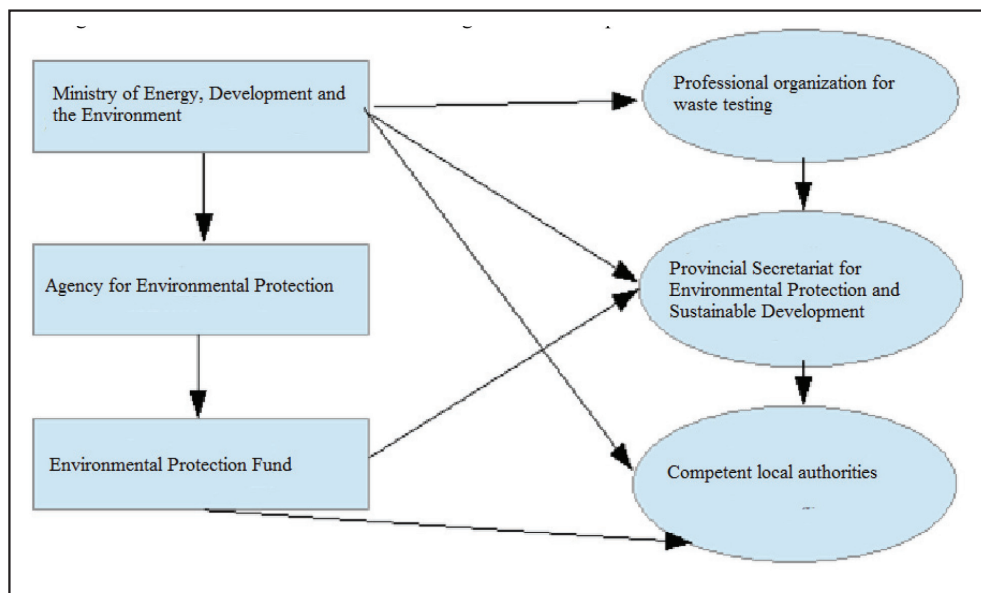
A number of regulations that directly or indirectly regulate this area regulate waste management in Serbia:

1. Law on Ratification of the Basel Convention on the Transboundary Movement of Hazardous Wastes and their Disposal (“Official Gazette of SRJ,” International agreements, no.2/99)
2. The Law on Environmental Protection (“Official Gazette” No.135/04)
3. The Law on Strategic Environmental Impact Assessment (“Official Gazette” No.135/04)
4. The Law on Environmental Impact Assessment (“Official Gazette” No.135/04)
5. The Law on Integrated Prevention and Pollution Control IPPC (“Official Gazette” No. 135/04)
6. The Law on Transport of Dangerous Goods (“Official Gazette “, No. 27/90, 45/90 and “Official Gazette”, No. 24/94, 28/96, 21/99, 44/99 and 68/02)

In addition to these regulations, there are more than 50 rules, regulations and other legislation governing the management of medical and hazardous waste management in the Republic of Serbia.



Figure 1: The institutional framework in the area of waste management in the Republic of Serbia



3. CURRENT STATUS OF MEDICAL WASTE MANAGEMENT IN THE REPUBLIC OF SERBIA

The Government of the Republic of Serbia in 2003 adopted the National Strategy for Waste Management. The National Strategy is a document that provides the basic conditions for the rational and sustainable waste management at the national level.

In 2009 and 2010, the National Strategy was revised and submitted for a review to line ministries, and the revised National Strategy was adopted on 25 April 2010 and was published in the "Official Gazette of RS", no. 29/10.

National Strategy set short-term goals for the period from 2010 to 2014, and some of these objectives are:

- To harmonize national legislation in the field of waste management with EU legislation
- To adopt national plans for individual waste streams
- To develop regional and local waste management plans
- To establish an integrated waste system,
- To increase the number of people covered by waste collection system to 75%,
- To develop a system of primary selection,
- To build 12 regional waste management centers,
- To achieve a recovery and recycling rate of packaging waste to 25% of their volume



The National Strategy also establishes the long-term goals for the period from 2015 to 2019, and some of them are:

- To introduce separate collection and treatment of hazardous waste from households and industry,
- To build another 12 regional centers for waste management,
- To provide capacity for burning (incineration) of organic, industrial and medical waste,
- To establish a system of construction waste management and waste containing asbestos
- To reduce waste on landfills by 20% [4]

First phase of a project financed by the EAR to supply 50 health centers in Serbia with 78 and 78 autoclave shredders for medical waste treatment and 25 specialized vehicles for the transport of medical waste is completed.

Implementation of this project included technical assistance in the preparation of national plans for other national regulations relating to the management of medical waste, which comes from the new Law on Waste Management.

The implementation of the second phase of the project is in progress.

4. RESUME

It is necessary to define medical waste management program, which should be based on the principles of the National Strategy for Waste Management, in the cooperation with all the relevant factors in the Republic of Serbia. It is also necessary to precisely define the goals and key steps in the management of medical waste treatment and disposal, monitoring and storage of waste.

All activities must be carried out through healthy safe and environmentally friendly way of dealing with medical waste that is suitable to our economic power and the level of development of health services and access to health care.

Also, it is necessary to work on improving the legal issues related to the field of management of not only medical but also all other types of waste that are more or less dangerous to the environment and human health through regular inspections and controls of all relevant factors in the management of medical waste, and to increase awareness of the necessity of proper waste disposal.

REFERENCES

- [1] Ilić M.; Stevanović--arapina H.; Jovović A.; Tanasković M.; Jovanović S.; Petković G.; Strateški okvir za politiku i upravljanje otpadom, 2002, Regionalni centar za životnu sredinu za Centralnu i Istočnu Evropu, Beograd.
- [2] Tanasković M.; Medicinski otpad, 2007, Gradski zavod za zaštitu zdravlja, Beograd
- [3] Bera M.; Medicinski otpad, 2007, Univerzitet u Novom Sadu, Fakultet tehničkih nauka, Novi Sad.
- [4] Strategija upravljanja otpadom za period 2010-2019 „Sl. glasniku RS“, br. 29/10



GUERRILLA MARKETING

Novaković Mlado¹

¹Private entrepreneur, Bosnia and Herzegovina, farmigrht.bih@gmail.com

Abstract: *The author analyzes and explores concepts, steps and systems of guerrilla marketing. Starting from the fact that the marketing is a very important activity in business, the fact it requires research, analysis, and finding new opportunities it is useful to analyze and demonstrate other marketing concepts in addition to the classic marketing system. In support of this, guerilla marketing system is analyzed. On this occasion, in addition of showing the concept and method of guerilla marketing, the author demonstrates the use and applicability of guerrilla marketing with reference to Bosnia and Herzegovina. Companies in Bosnia and Herzegovina underuse and apply marketing concepts in business and it is essential to apply theme of cheap, unconventional marketing approach to companies in Bosnia and Herzegovina.*

Keywords: *marketing, guerilla marketing, strategy, business, Bosnia and Herzegovina*

1. INTRODUCTION

The concept of marketing is becoming increasingly important and significant so it deserves more attention in the turbulent and globalized environment of today. Such conditions affect discovering new system, ways of presenting the company public. One of the marketing models now increasingly used is guerrilla marketing. Although originally designed as a marketing system for small and medium businesses, quickly began to be applied by large companies. The essence of guerrilla marketing is that it is unconventional marketing, and as such, it is difficult to learn from books, and so must be experienced through practice. Therefore, for this marketing concept we cannot give a clear and generally acceptable definition. A key feature of guerrilla marketing is that it is essentially free or inexpensive i.e. low-budget marketing. Although this is a cheap type of marketing, it can achieve much. The point is that with small amount money it is possible to achieve recognition on the market, to encourage sales and ensure profitable growth. Guerrilla marketing is based on creativity and innovation, which are key drivers of this type of marketing.



2. GUERRILLA MARKETING

The essence of the marketing is to achieve market success, development and implementation of business improvement and profit. As for the postulates of marketing, it can be noted they are placed on the same basis for all companies, though, small and medium enterprises need to work more actively on marketing concepts since they are faced with many challenges. Small businesses face much greater challenges than larger companies do. The small and medium-sized enterprises must always isolate and analyze marketing strategies bearing in mind the fact their resource for this purpose is usually limited. Therefore, small and medium enterprises are not able to hire marketing agencies or professionals who could assist them in market activity. In such circumstances, small businesses must analyze and plan a marketing strategy with a limited budget, which is certainly not an easy task. People often resort to finding cheap and quality marketing strategies, and guerrilla marketing is frequently applicable¹. In economics, guerrilla marketing is defined as an unconventional system of promotion that relies on creativity, energy, knowledge and skills rather than on financial resources. The results are cheap but interesting and compelling marketing campaigns that generate more interest among consumers and buyers. "Guerrilla marketing in its nature is oriented to small and medium-sized firms, companies with large capacities and low marketing budget."² If we apply guerrilla marketing tactics, then it is possible that company generates high-quality and quick results with little or minimal investment which will be different from the competition. John Conrad Levinson who also made a parallel between traditional and guerrilla marketing created the term "guerrilla marketing" in the eighties of the twentieth century. From the moment of recognition of the guerrilla marketing and its concepts, approach to the marketing has changed a lot, its role and its application. Namely, numerous tips for successful marketing strategies were adopted, primarily for small and medium-sized enterprises with limited options when it comes to marketing. Although the guerrilla marketing strategies were initially designed for small businesses and unfamiliar brands, today we can find it with some well-known brands or the well-known companies. A business system in the twenty-first century was directed towards the development of the fields which are just entering the market and that require user satisfaction. Therefore, small enterprises cannot afford the luxury of testing and the loss of the funds, but must wisely invested funds from the very beginning. One of the important characteristics of small businesses is the flexibility and therefore the concept of guerrilla marketing is highly desirable for these enterprises. Based on the foregoing, the guerrilla marketing includes³:

- Personal selling,
- Sending of a personal letter,
- Telemarketing,
- Publication of the advertisement on the bulletin boards,
- Distribution of free samples,

¹ Levinson, C., J., McLaughlin, W., M. "Guerrilla Marketing for Consultants Breakthrough Tactics for Winning Profitable Clients", Wiley, Hoboken, 2008. New Jersey, USA, p. 93

² Source: <http://www.gerilamarketing.info/>

³ Source: www.biznisvodica.net/prodaja-i-marketing/marketing/marketing/16-sta-je-gerila-marketing.html



- Advertising in the Yellow Pages,
- Advertising in specialized publications or magazines
- The organization of seminars and product demonstrations,
- Creation of promotional items
- Promotion of the activities of market research, etc.

Guerrilla marketing involves certain principles. We can systematize the principles on the following grounds⁴:

- Guerrilla marketing especially suits smaller companies and entrepreneurs
- It is not enough just to invest money in marketing; in guerilla, it is much more important to invest in time, energy, patience and creativity
- Follow the mood of your old customers, cultivate relationships with them, their recommendations will bring you new customers
- Keep track of how much new customers you get every month. Create your marketing strategy, be patient, and measure results
- Use new technologies in order to improve your businesses. The ultimate goal is not to increase sales, but profits

2.1 THE GUERRILLA MARKETING STRATEGY

Guerrilla marketing strategy does not imply a fixed strategy or group of strategies. Actually, the point is that there are no strict regulations for applying guerilla marketing but the essence is the originality and innovativity. Guerrilla marketing, as we have already shown, does not use expensive conventional sources and methods of advertising such as TV or radio campaign. Guerrilla marketing involves much simpler methods such as advertising material - pens, calendars, diaries or any new type of marketing. Therefore, the point is in the originality, therefore, it is necessary to develop creativity if we want to apply the concept of guerrilla marketing - find different ways and methods to get the message to the customer about the product or service with the aim of appropriating new customers. During these steps, it is necessary to analyze how customers see the product being sold, who are potential customers, what are their thought processes, etc. According to the responses, it is necessary to organize marketing campaign, guerrilla marketing, which should be vigorous and that should attract the attention and interest of customers. For example, conditions that are offered in the service business include high quality access to services, and on the other, to meet the needs of consumers, while consumers should pay for the services whose price must be appropriate for the company. In such a context, customer satisfaction and effective cost management of the company are realized as major business conditions. Five guerrilla marketing strategies stand out⁵:

- Creativity,
- Unexpectedness,

⁴ Source: www.biznisvodici.net/prodaja-i-marketing/marketing/marketing/16-sta-je-gerila-marketing.html

⁵ Levinson, C., J. "Guerrilla Marketing, Easy and Inexpensive Strategies for Making Big Profits from Your Small Business", 4th edition, Houghton Mifflin Company, 2007. Boston, USA, p. 104



- More than less,
- Maximization of the environment,
- Interactivity

2.2 WHEN TO USE THE GUERRILLA MARKETING

Guerilla marketing involves the application of low-budget marketing solutions. The strategy itself involves time, energy, marketing system, etc. The point is to reach the conventional objectives using unconventional measures. Ten key steps to be carried out at the commencement of the guerilla marketing plan are⁶:

- Research the market
- To record all the benefits and advantages that the company has seen over its competitors,
- Write seven sentences of key marketing plan - in terms of what it achieves,
- Select a weapon to be used in guerilla marketing, and define who will be responsible for it,
- Create a daily list of steps to be taken and the amount of money you need to invest,
- It is necessary to analyze these steps every day,
- To find other companies operating on a similar basis as the given company and compare the marketing between them,
- Launch a marketing plan gradually. This step can take even six months before it starts to make a benefit, and even 18 months in order to complete the plan,
- Maintain a long-term plan,
- Keep a record of what is to ask people; where they heard of the company i.e. the company that advertises its services,
- Review the outlined steps and work on their improvement

We mentioned several key sentences that need to be observed and analyzed. Those are:

- Define and write a physical action that we want our customers to perform as a result of a marketing plan (to call us, to buy our product, etc.)
- Write the competitive advantage of companies to encourage customers to purchase,
- Define the target audience i.e. target group,
- Define guerrilla marketing methods that will be applied,
- Summarize market niche,
- Define the identity of the company,
- Explain who we really are and let that flow through marketing,
- To write an estimate of gross sales that will be the result of marketing

In order to perform guerrilla marketing successfully, it is necessary to have people who understand these concepts and which, with knowledge and skills will get the most out of this system of marketing. Successful guerilla marketers have the following features⁷:

⁶ Kotler, Ph., "Marketing Management", IX edition Prentice Hall, New Jersey 1997. p. 337

⁷ Kotler, Ph., "Marketing Management", IX edition Prentice Hall, New Jersey 1997. p.340.



- They were patient,
- They are imaginative,
- Love people,
- They are confidential,
- They maintain focus,
- Work on its improvement,
- They are generous – many give without any compensation, especially when it comes to information,
- They are energetic,
- They are lifelong learners

The key to the success of the guerrilla marketing strategy is the dedication and perseverance. The fact is that a mediocre marketing with a strong commitment will work much better than brilliant marketing without any commitment of its members. If properly applied, the results can be seen after three months, profit is expected in six months, after which profit grow can be expected each month.

2.3 MARKETING TRENDS IN GUERRILLA MARKETING

Starting from the fact that the guerrilla marketing is particularly applicable to small and medium-sized enterprises and taking into account their flexibility it is useful to mention following trends⁸:

- Viral marketing,
- Buzz marketing,
- Word of mouth marketing,
- Undercover marketing,
- Astroturfing

These marketing trends are related to guerilla marketing, mainly in the area of pricing and promotional activities that require minimal investment for their application. Trends are interwoven, complementary, and pervasive so it is difficult to talk about only one without analyzed other trends. Below we will provide a brief display each of these trends.

3. GUERRILLA MARKETING IN COMPANIES IN BOSNIA AND HERZEGOVINA

Marketing system, investment in marketing and brand development, most companies in Bosnia and Herzegovina still considers unnecessary and only see the cost, while the guerrilla marketing remains a mystery in companies in Bosnia and Herzegovina. Companies in Bosnia and Herzegovina do not see the benefits of marketing, that is, cannot see the long-term posi-

⁸ Richard, T. "Smart Sales People don't Advertise: 10 Ways To Out Smart Your Competition With Guerilla Marketing", Richard Stowell Enterprises, 2006. USA, p. 98



tive results that marketing brings. This is exactly one of the main reasons why the products and brands in Bosnia and Herzegovina are absent on the international and regional markets. Marketing departments in companies from Bosnia and Herzegovina as well as jobs in marketing still have a marginal significance, so we have the situation that companies those employees who perform poorly transfer to the marketing department. This policy is wrong; both form theoretical and practical aspects.

3.1 CAUSES OF WEAK ENFORCEMENT OF GUERRILLA MARKETING IN BOSNIA AND HERZEGOVINA

It is clear that the concept of guerrilla marketing can be effectively applied to local conditions, but the fact is that local companies do not have enough interest and creativity to make significant changes in its marketing activities. Domestic companies are poorly oriented to innovation, creativity and introducing change. Besides, they are not familiar with high quality marketing concepts, as the guerilla marketing is a mystery for local companies. There are many reasons for this. Lack of guerrilla marketing application and even classical marketing is due to the following:

- Application of marketing just is not common in enterprises from Bosnia and Herzegovina. Companies in Bosnia and Herzegovina mainly represent the following thesis - do what the competition does, and that is enough. For example, if a competitor does not advertise and doesn't invest in marketing – then you shouldn't do that. The situation is particularly bad in the less developed regions of Bosnia where even the marketing does not apply;
- Promotions are almost never made. In Bosnia, there are a number of companies offering development of promotional material ranging from business cards to billboards and even contemporary printing. However, few companies use this feature. In addition, neither printing firms do much to promote their services and just wait customers to come.
- Companies in Bosnia and Herzegovina, regardless of size, poorly understood marketing and thus the guerilla marketing. Marketing is generally seen as a waste of time and money. Marketing is not perceived as an activity that should lead to increased market share and sales volume of a given society.
- Business of companies in Bosnia and Herzegovina is largely non-systematic. The point is that if it happened that some marketing campaign is conducted to help to boost the sale, i.e., that would induce a throng of people to products of a company, that could lead to shortages. Therefore, the advertised goods would disappear and the buyers would still come. The fact is that many companies in Bosnia and Herzegovina are unprepared for these concepts and steps.

The above mention conditions of non-application of marketing are reserved for small businesses. Large firms, which mainly come from abroad adopted and made a marketing concept, which apply in their home countries. However, small local companies, which need to fight for market share, poorly apply any kind of marketing concepts. If one takes into account the lack



of money for marketing, it is obvious that domestic companies should work towards adopting and educating in the field of guerrilla marketing. In support of the application possibilities of guerrilla marketing in our country, it is useful to note the importance of oral promotion in Bosnia, i.e. "word of mouth". The conditions that apply to Bosnia and Herzegovina, the highest confidence has the quality of the product heard from friends, neighbors, etc. To advertising and promotion is given less attention in comparison to this version of promotion. We can find many situations in which some brands penetrate the market in this way (Beko, even Bira). The positive side of this is that in Bosnia and Herzegovina with continuous operation and action much more can be achieved. Bosnia and Herzegovina is an open market that has a lot to offer if you know how to use it. The downside of the application of marketing in our country is that the local buyers are insufficiently educated and it is easy to manipulate them.

4. RESUME

Guerrilla marketing is the marketing strategy and marketing that achieve maximum results at low costs and unconventional marketing strategies, first of all regarding the amount of the realized profit. The term "guerrilla" was inspired by guerrilla warfare systems, irregular warfare and using tactical steps by armed civilians. These concepts were transferred to business and marketing and include various acts of sabotage, the element of surprise and creativity, etc. Similar to guerrilla warfare, the guerrilla marketing use specific tactics described in this study. It is important to point out certain useful aspects of the application of guerrilla marketing, especially in the domain of companies in Bosnia and Herzegovina:

- Guerrilla marketing does not require special knowledge, experience, education - it just requires creativity, innovativity, energy, and to research and identify new opportunities;
- Guerrilla marketing does not require huge marketing budgets, doesn't require the application of traditional advertising system and promotion but looks for something new, striking, interesting, which leaves a great impression;
- If we take into account the crisis in Bosnia, constant deficit of funds in companies from Bosnia and Herzegovina, application of the guerrilla marketing is more than desirable. Nevertheless, the guerrilla marketing is hardly ever applied.

Domestic companies are under-educated when it comes to the marketing system. It is important to reiterate that any form of marketing in domestic enterprises is neglected and it is considered the cost and unnecessary activity.

BIBLIOGRAPHY:

- [1] Levinson, C., J., McLaughlin, W., M. "Guerrilla Marketing for Consultants Breakthrough Tactics for Winning Profitable Clients", Wiley, Hoboken, 2008. New Jersey, USA,



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

.....
LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- [2] Levinson, C., J. "Guerrilla Marketing, Easy and Inexpensive Strategies for Making Big Profits from Your Small Business", 4th edition, Houghton Mifflin Company, 2007. Boston, USA,
- [3] Kotler, Ph., "Marketing Management", IX izdanje Prentice Hall, New Jersey 1997. godine,
- [4] Richard, T. "Smart Sales People don't Advertise: 10 Ways To Out Smart Your Competition With Guerilla Marketing", Richard Stowell Enterprises, 2006. USA,

Internet:

- [1] <http://www.gerilamarketing.info/>
- [1] www.biznisvodic.net/prodaja-i-marketing/marketing/marketing/16-sta-je-gerila-marketing.html
- [3] www.biznisvodic.net/prodaja-i-marketing/marketing/marketing/16-sta-je-gerila-marketing.html



ПРЕДПОСЫЛКИ НАРАЩИВАНИЯ ПРОИЗВОДСТВЕННОГО ПОТЕНЦИАЛА

Одарченко Анатолий, Кузнецов Виталий

Белгородский государственный технологический университет им. В.Г. Шухова,
г. Белгород, РФ, odarchenko257@mail.ru

Аннотация: В наше время Российская Федерация продолжает играть в мировой экономике преимущественно роль экспортера сырья и импортера как потребительских, так и инвестиционных товаров и услуг. Эта – «сырьевая» - модель развития не в состоянии обеспечить удовлетворительные темпы повышения благосостояния народа, с одной стороны, макроэкономическую стабильность, международную конкурентоспособность наших предприятий и национальную безопасность, - с другой. В настоящей статье рассматриваются некоторые альтернативные варианты и возможности реализации накопившихся проблем с учетом объективных внутренних и внешних условий функционирования российской экономики.

Ключевые слова: реформирование, инфляция, импортозамещение, структурное преобразование, сбережения.

1. ВВЕДЕНИЕ

Особого внимания требуют проблемы экономической независимости страны, технологической перестройки промышленности, налаживание выпуска новых машин, станков и оборудования для удовлетворения инвестиционного спроса и формирования современной производственной базы. Структурная политика должна отвечать и социальным целям решения задачи занятости посредством создания новых рабочих мест. Экономическая независимость предполагает прежде всего развитие импортозамещения и производство новой машиностроительной продукции. Для стимулирования этих процессов важно упростить процедуру банкротства проблемных предприятий и их покупки.



2. СОСТОЯНИЕ ДЕЛ В ПРОМЫШЛЕННОСТИ

Пытаясь осмыслить процессы, происходящие в стране за минувшие годы, всякий раз приходишь к мысли, что назвать их реформой вряд ли можно. И тем не менее в ходе реформирования экономики наметились основные пути создания рыночной системы хозяйствования. Однако преобразования не помогли преодолеть отставания в производственной и финансовой сферах, улучшить условия благосостояния и качества жизни большинства населения страны. Многие промышленные предприятия, строительные организации и сельские товаропроизводители переживают серьезные трудности. Резко снизился объем производства ВВП, продолжают сокращаться реальные доходы трудящихся из-за неукротимого роста цен и безработицы. Снижение курса рубля и недостаток отечественных товаров ведут к непрерывной инфляции.

Избежать таких негативных последствий можно было при формировании предпосылок для стабильного роста ВВП и увеличения на этой основе доходов государственного бюджета. Следовательно, требуется проведение активной экономической политики государства, нацеленной на устойчивое развитие производства и усиление социальной направленности рыночной системы.

Наращивание объемов ВВП возможно путем реструктуризации и реформирования предприятий.

Решающее значение, как показывает опыт США, Японии, Германии и других стран, имеет создание мощных корпораций, обеспечивающих интеграцию науки и производства, а также взаимодействие межотраслевых объединений в условиях динамичного рынка.

Необходимы повышение профессионального уровня предпринимателей и реализация принципа коллективного управления производственной, торговой, и финансовой деятельностью на предприятиях. Это важно для увеличения выпуска конкурентоспособной продукции.

Также корпоративные хозяйственные системы, как крупные межотраслевые объединения и транснациональные корпорации, позволяют не только наращивать производство на основе активной взаимосвязи спроса и предложения, но и более успешно использовать новейшие технологии. Обособленно существующие в России крупные заводы и фабрики оказались не в состоянии решать названные задачи, что обрекает страну на все большее технологическое отставание. Вместе с тем требуется увеличение численности малых предприятий, производящих конкурентоспособные изделия на основе кооперации с корпорациями и играющих большую роль в преодолении безработицы. Но и эта проблема остается нерешенной.

Определяя на ближайшие годы главные цели скорректированного курса реформ, надо исходить из первоочередности обеспечения устойчивого роста выпуска продукции на базе реструктуризации устаревших хозяйственных систем, не отвечающих современным требованиям организации производства. Важно иметь в виду, что увеличить выпуск высококачественных товаров невозможно без системного подхода к улучшению организации производства и повышению его эффективности.

Развитые государства решают эту проблему в основном на уровне межотраслевых корпораций, а не путем создания крупнейших заводов и узкоотраслевых министерств, как было многие годы в России. Так обстоит дело в США, Японии и других странах, где



отдельные министерства или ведомства формируются для реализации перспективных задач и координации деятельности корпоративных и в большей части межотраслевых систем в целях увеличения выпуска конкурентоспособной продукции.

На балансе предприятий находится немало устаревшей техники, большая часть которой подлежит утилизации. В связи с этим рост спроса, в том числе на машиностроительную продукцию, а также осуществление импортозамещения потребуют дополнительных инвестиций для технического перевооружения производства. Неудовлетворительное состояние производственной базы предприятий связано, как уже было отмечено, с недостаточной инвестиционной активностью в последние годы.

Инвестиции в основной капитал направлялись преимущественно на поддержку производства, а не на его обновление. Внедрение инноваций было и остается на низком уровне, устаревает технико-технологическая база предприятий, на многих из них, особенно в машиностроении, немало структурно-депрессивных производств. Да и отечественная машиностроительная продукция по качеству уступает импортной. Во многом такая ситуация объясняется также финансовыми проблемами предприятий (отсутствие оборотных средств и инвестиций для поддержания производства на конкурентоспособном уровне).

В связи с существенным объемом импорта машиностроительной продукции в условиях ограниченных валютных ресурсов властным структурам необходимо обратить внимание на импортозамещение в машиностроении и не только.

Большая доля импорта машин и оборудования не означает повышения технологического уровня производства. В мире давно сложилась практика вывода трудоемких, экологически вредных, ресурсоемких производств из развитых стран в другие государства. В процессе технологической перестройки осуществляется экспорт демонтируемого оборудования. Сбываются устаревшая техника и технологии. Это грозит нашей экономике ещё большим отставанием.

3. ПРОБЛЕМЫ РАЗВИТИЯ ЭКОНОМИКИ

Председатель Правления Центробанка России С. Игнатьев, выступая перед депутатами в Государственной Думе в феврале 2013 года, заявил о том, что для предотвращения спада производства придется поддерживать высокие темпы девальвации рубля, чтобы импорт оставался неконкурентоспособным. Это не лучший путь. Тем более что в объеме импорта значительна доля машин и оборудования, сырья для легкой и пищевой промышленности. Девальвация рубля ограничивает возможности импортозамещения на базе новых зарубежных технологий, а также рост отечественного производства, зависящего от импортных поставок сырья, комплектующих материалов, запчастей. В настоящее время машиностроительные отрасли из-за структурного кризиса не в состоянии удовлетворить потребности страны в новой технике и технологиях для освоения инвестиций и наращивания производства конкурентоспособной продукции (потребительских товаров и изделий производственного назначения). В результате создается опасность заполнения возникающего инвестиционного спроса импортом станков, машин, оборудования, технологий.



Разрабатывать долгосрочные планы развития экономики при сохранении практики освоения инвестиций за счет покупки импортных машин, оборудования и технологий нецелесообразно. Значительная емкость внутреннего рынка потребует больших валютных затрат для существенного оживления производства. Тем более, что в ближайшие 10 лет валютные ресурсы понадобятся для обслуживания внешних долговых обязательств страны. Ограниченные валютные средства не позволят закупить в необходимом объеме импортную машиностроительную продукцию, что в свою очередь будет сдерживать инвестиционную активность и развитие экономики. В связи с этим одной из главных целей долгосрочной экономической политики должна быть структурная перестройка промышленности на базе современных технологий (отечественных и импортных), помогающих увеличить выпуск конкурентоспособной по качеству и потребительским свойствам продукции, в том числе производственного назначения, и переход к новому технологическому укладу.

4. МЕХАНИЗМЫ ГОСУДАРСТВЕННОГО РЕГУЛИРОВАНИЯ ПРОИЗВОДСТВЕННОГО ПОТЕНЦИАЛА

Структурные преобразования в производстве регулируются с помощью бюджетной, кредитной, налоговой, торговой и научно-технической политики, а также через управление государственной собственностью и мерами административного контроля. Для этого используются прямые государственные капитальные вложения, целевое субсидирование, предоставление льготных займов, заключение контрактов на разработку новой продукции и технологий, прямые государственные закупки высокотехнологичного оборудования, целевые государственные программы.

Стимулированию регулирования преобразований производственного потенциала помогут адресные налоговые льготы, предоставляемые выборочно предприятиям, осваивающим производство новой техники и технологии.

Важным источником пополнения инвестиционного потенциала экономики является кредитная политика государства. Кредитование реального сектора возможно с помощью следующих мер: проведение политики низких процентных ставок путем формирования системы льготного кредитования приоритетных предприятий с целью минимизации их финансовых издержек, а также создания преимуществ в получении кредитов для инвестиций в оборудование.

Государство может оказывать помощь инновационному бизнесу через страхование инвестиционных рисков в высокотехнологичных отраслях, предоставление гарантий по возврату займов инвесторам.

Во внешнеэкономической сфере главной задачей остается предотвращение вывоза капитала, стимулирование прямых иностранных инвестиций и технологического импорта. Действенной мерой может стать регламентация вывоза капитала, и в первую очередь предприятиями ТЭК. В последнее время ведущие экспертные производства осуществляют крупные инвестиционные проекты за рубежом. С учетом государственных интересов можно ограничить рост иностранных активов предприятий, используя права акционеров, а также механизм выдачи лицензий на инвестирование за грани-



цей. Важную роль в оживлении машиностроительного производства сыграет ужесточение условий при разработке месторождений в рамках соглашения о разделе продукции в отношении освоения инвестиций в большей степени за счет приобретения отечественных машиностроительных изделий.

5. ДЕНЕЖНЫЕ СБЕРЕЖЕНИЯ НАСЕЛЕНИЯ КАК ФАКТОР ЭКОНОМИЧЕСКОГО РОСТА

Сбережения населения во всем мире считаются одним из основных источников для инвестирования. В последние годы предпринимаются многочисленные и разносторонние попытки привлечь сбережения российских граждан для целей инвестирования реального сектора экономики. При этом некоторые иллюзорно полагают, что достаточно заинтересовать население в хранении денег в банке, который вложит их в производство, и все изменится – начнется экономический рост.

На практике все сложнее. Возьмем, например, сбережения населения, которые аккумулируются Сбербанком, - в значительной мере они расходуются на финансирование дефицита государственного бюджета, меньшая часть поступает в банковскую систему для краткосрочных вложений, то есть используется на цели накопления.

Напротив, опыт ведущих стран, в частности США, отличается высоким инвестиционным значением сбережений населения. В США оно владеет примерно 70% всех финансовых активов.

В Японии население тоже контролирует огромные финансовые активы. В 2000 году отношение суммы активов, принадлежащих населению, к его годовому доходу составило 161%. Так же как и в США, сбережения почти полностью инвестировались, причем значительная доля вкладывалась в пенсионные фонды.

Личные сбережения в послевоенном мире играют решающую роль в инвестиционном процессе. Международный опыт показывает, что существует вполне четкая зависимость между долей сбережений в располагаемом доходе населения и темпами роста экономики. Наиболее впечатляющих темпов роста в 80-ые годы достигли страны с самой высокой долей сбережений в личных доходах: Япония – до 20%, ФРГ, Франция, Италия – 11-12%. Конечно, столь высокий уровень сбережений населения характерен только для развитых стран с высоким уровнем жизни.

В создавшейся в России ситуации пока нет реальной возможности привлечь сбережения населения в качестве инвестиций в производство в размерах, достаточных для возобновления устойчивого экономического роста. Вместе с тем объективно существует ряд значимых в макроэкономическом плане обстоятельств, способных позитивно повлиять на ситуацию. Не прямые государственные инвестиции, а меры по поднятию благосостояния населения и привлечению его средств для нужд экономического роста могли бы позволить добиться желаемого эффекта, то есть начала устойчивого экономического роста, поскольку это повысило бы ответственность предприятий за эффективное ведение производства, их активность и конкуренцию по привлечению инвестиций.

Меры, направленные на поддержание жизненного уровня населения, должны сопровождаться мерами, поддерживающими банки и другие финансово-кредитные учре-



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

ждения, работающие со сбережениями населения. Такая поддержка со стороны государства могла бы быть осуществлена в виде предоставления ряда налоговых льгот и государственных гарантий финансовым учреждениям, работающим с индивидуальными вкладчиками. Другой, не менее действенной мерой, должна стать организация реальной системы страхования частных вкладов, возможно, под государственным контролем. Государственная поддержка позволила бы восстановить доверие населения к финансовым учреждениям, аккумулировать свободные средства и направлять их на инвестиции в реальный сектор.

Нельзя не учитывать новейшие тенденции, происходящие в странах, осуществляющих переход в постиндустриальную эпоху. Экономика и социальные проблемы развитых государств трансформируются под давлением производительных сил, а также общественных отношений. Так, не случайно видные ученые и государственные деятели Запада приходят к выводу, что капитализм, базирующийся на устаревающей общественной системе, частной собственности и свободной конкуренции с ее стихийными проявлениями, и социализм с командно-административной системой управления и преобладанием государственной собственности не способны эффективно и социально справедливо решать сложные проблемы устойчивого роста экономики с применением новейших технологий и прогрессивных методов организации труда, с коллективными формами управления производством. С большим трудом преодолевается надвигающаяся экологическая катастрофа, затрудняющая жизнедеятельность мирового сообщества.

Учитывая негативные тенденции и противоречия между государствами, мешающие социально-экономическому прогрессу, на международных конференциях представители ряда общественных движений обосновывают необходимость социально-экономического развития, органично соединяющего прогрессивные стороны рыночного хозяйствования с подлинно демократической системой управления, базирующейся на многоукладной экономике, способствующей увеличению занятости и улучшению условий жизни людей. Данная концепция исходит из того, что по мере концентрации производства, сращивания промышленного, банковского и торгового капиталов, создания крупных корпораций при значительно возросшей численности малых и средних предприятий усиливается тенденция к коллективному управлению производством и владению имуществом. Постепенно, с преодолением недостатков частной и государственной собственности, стала возрастать роль смешанной ее формы, способствующей росту и эффективному использованию инвестиций на модернизацию и реконструкцию производства. В ряде стран развивается коллективный подход к владению и использованию основного и оборотного капиталов посредством рационального акционирования. В США, например, все большее количество малых предприятий выкупается трудовыми коллективами. Словом, это существенные коррективы в использовании не только государственной, но и частной собственности. В итоге капиталистическая экономика со свободной конкуренцией в некоторых странах стала превращаться в экономику со смешанной рыночной системой хозяйствования.

Концепция о третьем пути социально-экономического развития отражает новейшие тенденции в мировой экономике, способствующие более устойчивому ее росту. Эти тенденции целесообразно учитывать при корректировке реформ. В то же время ну-



жен более взвешенный учет особенностей страны при решении социально-экономических задач. Как показывает практика проведения реформ, в предстоящие годы нельзя успешно решать сложные экономические и социальные проблемы лишь на основе либерализации и приватизации государственной собственности. Безграничная либерализация при ослаблении государственного регулирования экономики порождает стихию в обществе; она также неперспективна, как и излишняя государственная централизация в распределении и использовании ресурсов, в том числе производственных фондов.

Анализ итогов реформирования убеждает в том, что если нет системы организационных, правовых, политических и экономических мер для достижения поставленных целей, то устойчивого производства и повышения уровня жизни народа не достигнуть. На практике же вместо системного и взвешенного подхода к социально-экономическим преобразованиям безуспешно применялся преимущественно монетаристский метод саморегулирования и стимулирования производства. Ни торопливо проведенная с большими потерями для страны приватизация, ни полное освобождение цен не могли дать положительных результатов при отсутствии конкуренции и прогрессивных хозяйственных систем, адекватных требованиям цивилизованного рынка в перспективе.

В президентском послании – 2007 федеральному парламенту сформулирована задача формирования в стране научно-технологического потенциала, адекватного вызовам современного мирохозяйственного развития. В послании подчеркивается, что модернизация российской экономики невозможна без подъема отечественной науки вообще и без развертывания исследований и прикладных разработок в области нанотехнологий в частности. В документе предусмотрены меры господдержки развития авиа- и судостроения, ракетно-космической промышленности, атомной энергетики, производства медицинской техники. Наряду с этим обозначена необходимость применения высоких технологий в традиционных отраслях и сферах в строительстве, сельском, лесном и рыбном хозяйствах, в образовании.

К сожалению, до сих пор подобным образом проблема на официальном уровне не ставилась, бюджетные ассигнования на науку и инновации были мизерными.

Одной из форм реализации соответствующей государственной политики является создание техно-парков и других межотраслевых научно-технологических центров, в том числе инновационный высокотехнологичный комплекс «Сколково». В ведущих вузах страны и отраслевых институтах, научно-исследовательских и опытно-конструкторских организациях уже успешно зарекомендовали себя многочисленные малые инновационные предприятия. Все это позволит уже в ближайшее время при господдержке системы отечественных инновационно активных и конкурентоспособных корпоративных образований утвердить «высокотехнологичные» модели долгосрочного развития российской экономики и ее интеграции в международную систему разделения труда.



6. ЗАКЛЮЧЕНИЕ

Таким образом, проведенное исследование и анализ «сырьевой» модели отечественной экономики свидетельствует о том, что она не в состоянии обеспечить устойчивое и быстрое развитие хотя бы потому, что запасы рентабельных нефтегазовых месторождений относительно скоро истощатся, а разработка новых месторождений очень капиталоемкая проблема. В связи с этим главной задачей российской экономической политики становится трансформация «нефтедолларовых» доходов в потенциал высокотехнологичного развития народного хозяйства страны через крупные интегрированные корпоративные структуры, осуществляя НИОКР и инвестиции в масштабах, не доступных мелким и средним дезинтегрированным предприятиям. Необходимо государственную политику нацелить на стимулирование создания инновационно активных российских (транснациональных компаний) ТНК, на их «выращивание» с использованием принципов государственно-частного партнерства.

БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] National Accounts. Statistical Yearbook (OECD) 2008.
- [2] Вопросы экономики, 2010, №10, с. 68-89.
- [3] Вопросы экономики, 2012, №2, 160 с.
- [4] Диверсификация российской экономики: современные проблемы и задачи (доклад Минэкономразвития РФ) // Вопросы экономики. – 2003. - №12.
- [5] Россия в цифрах, 2010: Краткий стат. сборник / Росстат. – М. 2010. – 558 с.
- [6] Прогнозы в мире перемен. Всероссийский экономический журнал, 2011, №12, с.4-22.



CLUSTERS IN THE FUNCTION OF STRENGTHENING INNOVATIONS

Pešić Zlatica¹, Panić Irena²

¹"Tigar" AD, Pirot, Serbia, zlatica.pesic@tigar.com

²ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
irena.panic@fpp.edu.rs

Abstract: *It is known that the closeness of firms in the cluster facilitates the dispersion of information, dissemination of knowledge in international trade, the use of similar resources. In addition, if the international arena of competition and technology changes, the previous broad and hierarchical organization of firms may be replaced by a flexible network of business organizations in the cluster. The presence of a firm/industry generates direct/indirect market for another company/industry. Output of one industry is exclusively used as the input of another (tires, technical/rubber goods and automobiles). On the labor market, two unrelated industries may be complementary (metal usually employed males), textile industry (the female population is in the majority). The method and the importance of linking small local firms and clusters in the international exchange of goods are confirmed by UNIDO.¹*

This creates a domestic industrial agglomeration that starts its strong export expansion (emulation effect, improve product quality, meeting the standards with special attention to the preservation of pure economic activities and environmental preservation.) With the liberalization of international trade, foreign direct investment is one of the strongest factors in the changing patterns of international trade and industry concentration in global economic activity. In such a network, cluster management and construction should continuously invest, increase productivity through mutual communication, information links, through the preservation of the environment, increase innovation through joint research and development, increased openness to allow new members to bring new knowledge, resources, technologies, and to be competitive.

Keywords: *clusters, innovation, investments, new technologies, standards*

1. INTRODUCTION

Today, knowledge is a strategic resource and the priority of every well-regulated state and its economy. The key to a successful business is a fast, almost instant, respond to change and adapting to them. Increasing the level of foreign investment is the safest and fastest way to increase domestic product, economic growth, employment rates, and improve the trade bal-

¹ UNIDO Industrial Development Report 2002-2003, p.197



ance. Therefore, the priority task of the Republic of Serbia is to create conditions for the inflow of foreign direct investments as priority measures of the new economic policy. A list of the necessary system properly designed solutions that is can be used by the State to achieve this goal is broad. In addition to the economic environment, which includes an open and market economy and macro-economic stability, the Serbian Government has to provide conditions for the liberalization and deregulation of economic life, dynamic regional development and too boost competitiveness. Innovations are the essence i.e. the essence of entrepreneurship and clusters are new models of the innovation process, so-called triple Helix. Triple Helix represent clusters of mutually interdependent networks among universities, enterprises and regional local governments that collaborate on applied and development projects, transfer of knowledge into products and services. Innovative clusters represent a concentration of knowledge, integrate globally competitive enterprises and attract scarce human resources and investments. The synergy between business and other institutions can be better used to reduce costs and develop new products and services, multiple reciprocal relationships that generate through academic research, industrial sponsorship and government support. A shift from entrepreneurial to managerial economy has come precisely because of the development of science, engineering, technology and communications. Information is the one that leads to a revolution in thinking, analyzing, synthesizing and expression and thus a jump in human creative possibilities.

2. CLUSTERING AND INNOVATIONS

Innovation as a process of continuous development and introduction of new procedures, products, organizational and management structures, new markets, becomes the most important factors of sustainable competitiveness. It is possible only for very flexible companies whose work is based on new knowledge and, therefore, have a sufficient level of market "know-how", the production knowledge, capital, willingness to learn. However, there are fewer companies that can achieve and to financially endure, because to be the best in all aspects is costly. Globalization has thus forced the company to concentrate on its core competencies, and to take on only part of the whole chain of creating new value from raw materials to the finished product, i.e. the globalization has led to the division of labor and strengthening economic links.

The challenge for innovative companies is to adapt, and that, starting from the individual experience of each member connected to the cluster, create a broad experience an environment that is supported by all participants in the network. Connecting with other organizations and institutions is making possible effective managing the most valuable assets, because the speed of innovation and quality in all areas is becoming a key factor for business success.

Networks with a critical mass of knowledge among others generate a continuous chain of connections and relationships, creating a superior value for customers and other members². Given the fact that the motives for entering into various forms of networks are connected with

² Priem, R.L. Consumer Perspective on Value Creation, 2007, Vol.32 No 1, pp. 219-235.



the market directly or indirectly, it makes sense that marketing plays a key role in creating, and managing business networks, clusters.

Competitiveness of firms in the global business is mainly based on the speed with which it can realize the development and application of new technologies and create new products and services. Product and process innovations become imperative for growth. The knowledge that comes from the various partners in the cluster organization incorporates in the company, contributing to the successful management of key processes. Methods of strategic response of companies are harmonized with to the needs of key stakeholders, which contribute to more efficient operation of all participants in the value chain.

A reliable way to spread the knowledge clusters are certainly networks involving experts from various fields, but also consumers and users of services. In this way, all participants acquire new knowledge, the shorter is the time of the survey and the launch of new products, costs are reduced and the risks of innovation. New products and processes, new concepts and methods, new techniques develop. Individual and company knowledge, as important strategic assets of the company are increased, which helps the company to analyze business processes and tasks in a new light. The success of the modern enterprise depends largely on decisions related to technology, innovation, especially in the auto industry. In many areas of production in the auto industry, the results of commercial competition are just a selection of technology, an innovative approach to the organization, negotiation, management, since economic process in Serbia is far from mature, which can be attributed to the fact institutional disorder and economic stagnation. The choice of a technology affects its current and future position in a particular area of activity.³

Development of new technologies and products based on them has a major impact on the level of economic activity and trade flows. Technological advances in the developed countries on the one hand, the diffusion barriers of technology in less developed countries, on the other hand, are the main factors of large differences in levels of development between countries. The main channel for the diffusion of technology between countries is foreign direct investment. If the economy owns, or through foreign investment sufficiently wide range of inter-phase inputs occurs, and therefore has a critical mass of specialized companies, there is a possibility of development. Over time, the division of labor becomes wider, manufacturing processes becoming more indirect, and the number of specialized inputs increase. Through such a cumulative process, or cluster-network connectivity, the economy is experiencing growth in productivity and standards of living of the population.

In the international production and trade dominates trans-national companies, which internalize technological advances, in the biggest cities of the developed world, business networks, organize critical business activities, including research and development. It is estimated that about 90% of all technology transfer is conducted through the transactions between parent company and subsidiaries.⁴

Regardless of the diversity of production among members of the same network, the cluster is much more conducive to innovation in specialization⁵. It is considered a key driver spirit

³ Cvetanović ,S,Ribać (2005)" Tehnologija I konkurentna prednost preduzeća", p. 36

⁴ Srivastava ,R.K.,Shervani,T.A.,Fahej, (1999), " Business Process and Shareholder Value on Organizationally Embedded View of Marketing Activities and Discipline of Marketing" p. 168.179.

⁵ Hamel,G.Gety (2004), " Funding Growth in an Age of Ausrterity "p. 76



of understanding in innovation. While the productivity and competitiveness the factors that promote high economic growth (excluding inflation), innovation are the drivers of the new economy and the function of three main factors: the creation of new knowledge in science, technology, management, higher education available and the existence of entrepreneurs able and willing to take risk of innovation transformation in business. Creating new and improving existing products and services based on knowledge as a key resource development is the main competitive advantage of acquiring firms in the new economy.

3. THE IMPACT OF FOREIGN INVESTMENTS ON THE DEGREE OF INNOVATION

There are many opportunities for companies to enter foreign markets and to compete in them. Companies with global sales in industries such as automotive industry, have no choice but to internationalize their business. Domestic companies that have not thought about foreign competitors are now facing them at home. A significant increase in imports of cars from Japan, Germany, Korea on the U.S. market is obvious, as well as the loss of markets for textiles and footwear due to imports from developing countries located in Latin America, Eastern Europe and Asia.⁶ Auto industry is a global industry in which the strategic positions of competitors in major geographic or national markets affected the most their overall global positions.⁷ The global company is the one that operates in several countries, and its research and development, manufacturing, logistics, marketing and financial benefits achieves through such costs and reputation that are not available to domestic competitors. Global companies plan, implement and coordinate their activities around the world. Ford Truck has a shell that is made in Europe, the chassis made in North America, it is assembling in Brazil and imports into the U.S. for sale.⁸

Regarding agglomeration, clustering of economic activities and international trade flows, it is necessary to take into account and foreign direct investment. Foreign direct investment affect more than two-thirds of international trade directly or indirectly, has a strong and direct impact on the spatial distribution of economic activity and trade flows.

With the liberalization of international trade, foreign direct investment is one of the strongest factors in the changing patterns of international trade flows and industrial concentration in global economic activity. Factors contributing to agglomerating effects make clustering i.e. networking of companies and institutions that are complement, the state of the country's infrastructure in foreign direct investment, the degree of industrialization of the country, as well as the amount of stock of foreign direct investment.⁹

For the spatial distribution of economic activity and the process of clustering, trans-national companies have great significance. Taking into account the fact that two hundred major cor-

⁶ "Busines Week", (21 April, 2003), p.14

⁷ Michael E. Porter, *Competitive Strategy*, (1980), p. 275.

⁸ Charles Fleming i Leslie Lopez "The Corporate Challenge-No Boundaries,ABB,s Dramatic Plan to Recast Its Business Structure along Global Lines" (1998) p. R 16

⁹ Lim.E.-G."Determinants of, and Relation Between Foreign Direct Investment and Growth"(2001) IMF WP 01/175 p.14



porations, many of which are larger than the individual national economies, achieve total sales more than a quarter of global economic activity, their role is undeniable. Viewed in this way, General Motors is bigger than New Zealand and operates in 170 countries. International trade in 2003 amounted to more than a quarter of GDP of the United States, up from 11% recorded in 1970.¹⁰

A broader definition (LOCOMonitor) comprises five main forms of FDI – Greenfield investments (new companies), Brownfield investments (expansion or reinvestment in existing subsidiaries or locations abroad) mergers & acquisitions (M&A), privatization and investment in property and new forms of investment (joint ventures, strategic alliances, licensing agreements and other partnerships)¹¹. The final form of involvement in the business in a foreign country is the direct ownership of the factory or production facility. The foreign company can buy part or full participation in the local company or build its own facilities. General Motors has invested billions of dollars to automakers around the world, including the Shanghai GM, Fiat Auto Holdings, Isuzu, Daewoo, Suzuki, Saab, Fuji Heavy Industries, jinbei GM Automotive Co and AvtoVAZ¹². Tigar Tyres (Michelin) has invested \$ 4 billion in its facilities in Pirot in the production of tires for passenger cars.

The main determinants when deciding on location trans-national companies for foreign direct investment are: *first*, the company provides cost economy in the form of cheap labor or raw materials, the government investment incentives and savings in transport; *second*, the company strengthens its image in a foreign country because it provides jobs places; *third*, the company is developing closer ties with the government, customers, network of local suppliers, distributors, which allows it to better adapt their products locally, *fourthly*, the company retains full control over their investments, and can develop manufacturing and marketing policies that are in accordance with its international long-term goals; *fifth*, the company provides access to market in the event that a foreign country starts insisting that locally purchased goods include domestic resources¹³. Jovanovic points out the special importance of foreign direct investment for clustering and international trade flows resulting from the empirically established regularities that foreign direct investment spatially are much clustered than other forms of production¹⁴. The models of market size and factor endowments indicate that all locations can have some production, but some locations will have foreign direct investment, which means that they are clustering.

FDI clustering can arise due to *positive links between projects*, creating incentives to locate close to other firms, *the spread of knowledge through research and development*, confidence and the ability for companies to find out whether a company is good for the SDI, and expect success of a company as a signal of the basic characteristics of the economy, *supply and demand for inter-phase products of the host country*. Foreign direct investment is much more geographically clustered than export or production in general. They change the existing patterns of concentration of economic activities, intensify and create new situations, affect the process of urbanization in cities and regions with the highest growth rates and the greatest potential

¹⁰ <http://www.ita.doc.gov>

¹¹ *Locomonitor* Monthly Investment Monitor (MIM) izdanje, 2007

¹² Joann Muller "Global Motors" Forbes (2004), pp. 62-68

¹³ Philip Kotler "Strategic Marketing Research" (2006) P21, p. 668-680

¹⁴ Jovanović M.(2000) "Geography of Production and Economic Integration" p. 13-28.



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

for growth. In Thailand, the Philippines, Vietnam, the concentration of economic activity in the core and the periphery is strongly influenced by the inflow of foreign direct investment in the cores of urban regions.¹⁵ The growing importance of concentrated centers of economic activity can be made in the case of Mexico and Canada (the result of easier access to the U.S. market and the dislocation of industry in this country), in the case of the European Union, especially Slovakia, Hungary, the Czech Republic, as well as in the countries of East and South-East Asia. Relative decrease in the importance of concentrated centers of economic activity is noticeable in Japan due to stagnation of concentration within the rapid economic growth of China and East Asian countries, in the former Soviet Union due to the deep economic crisis of the countries of the former Soviet Union, and trade and investment reorientation of the former socialist countries of Eastern Europe, and the countries of Africa, much of Asia and Latin America have remained away from the actual events in the international economy due to the relatively low inflow of foreign direct investment.¹⁶

Although the current state of the Serbian economy is lagging behind the world (GDP of the EU countries in 2007 ranges from 30,000 to 8,000 USD while in Serbia is \$ 6,800), in the propaganda of our investment climate (despite the weak macro-economic indicators), the main weapon is a growing trend. In Serbia, there has been an increase in foreign investment, although a smaller part of Greenfield investments, and most of privatization.¹⁷

The main destination of the Greenfield investment are developing countries and transition economies, while in developed countries the main form of foreign direct investment remain mergers and acquisitions (M&A). According to EIU (Economist Intelligence Unit) conducted among multinational corporations, Greenfield investments will continue to be their main way to invest in emerging markets in the next five years. Mergers and acquisitions, M&A, are lagging behind and the percentage of respondents who named M&A as an investment tool selected in the less developed markets has seen only a slight increase in the forecasts for the period 2007-2011¹⁸. Foreign direct investments in Serbia in the period 2004-2010 were – \$1.0 billion in 2004, \$1.5 billion in 2005, \$4.3 billion in 2006, \$2.2 billion in 2007, \$3.5 billion in 2008, \$2.00 billion in 2009, \$2 billion in 2010. In the field of auto industry, Fiat, foreign direct investments in Serbia are transforming the existing patterns of concentration of economic activities intensify and create a new situation, affect the process of urbanization in cities and regions (city of Kragujevac and the surrounding 60km). Also in the auto industry Leoni, Yura, Daitek, foreign direct investment in the Serbia-Nis region intensify, creating new forms of economic activity concentrations (clusters, industrial parks, and business incubators). Establishment of industrial zones, incubators business, free zones, attracting investments, monitoring and servicing of investors at all stages and at all levels, and evaluating the effects of such work and the approach to economic development, increased efficiency and innovation, enhanced competition, enabled better exchange of information, new knowledge with sustainable productivity growth, which will result in a final higher added value than the existing one, and that our citizens would be able to provide a much more rapid rise in standard of

¹⁵ Douglass M.” Mega –urban Region and World City Formation : globalization, the Economic Crises and Urban Policy Issues in Pacific Asia ”(2002) No 12, p. 2322-2346

¹⁶ UNCTAD ”World Investment Report ”, IMF ”World Economic Outlook”(2002),

¹⁷ IFC,IBC ”Investing in Serbia ” (XI / 2006)

¹⁸ UNCTAD report on the investment, November 2007 and EIU, 2007



living. However, many obstacles hinder FDIs to come to Serbia. According to the Foreign Investors Council¹⁹, the investors as the major problems of investing in Serbia stated restitution, extremely high rates of corruption, still unreformed judiciary, incomplete cadastre, lack of infrastructure, competitiveness compared to other countries such as Poland, the Czech Republic, Slovakia, and the lack of modern models of growth, etc. In today's business world, foreign direct investments allow large and rapid changes, increase competitiveness, drive innovation, which affects imperative for companies to adapt their strategies on a daily basis and look for new solutions if they want to maintain their competitiveness, which is the basis of success or failure of any company.

The concept of clustering has been recognized as an important driver of innovation and competitiveness and foreign direct investment play a more important role in the realization of Serbia's development and increase competitiveness of transition countries in the accelerated path towards the European Union.

RESUME

In 2008, the European Commission adopted the cluster concept as an important driver of competitiveness and innovation because the cluster concept facilitate the interaction between related companies, educational institutions, research and development sector, the public sector, etc. Foreign direct investments are the generator of development and innovations to such a cluster, which is obvious in case of Fiat Serbia.

It is possible to make some observations about the impact of foreign direct investments in industrial activities, export, agglomerate, and the flow of international trade. The results indicate that self-supporting aspect of foreign investments starts to work only if the certain level of development has been reached. Foreign direct investments are spatially clustered more than other forms of production. The inflow of foreign investments stimulate the formation of domestic firms that satisfying the needs of branches with the quality becoming exporters of intermediate products. If there is a favorable macro-economic environment as well as the factors that are conducive to agglomerate, it comes to clustering of domestic firms around the foreign branch. This creates a domestic industrial agglomeration that starts a strong export expansion (emulation effect, improving product quality, meeting standards, etc.). If there is not a favorable environment for agglomerating, the country of foreign direct investments will have relatively small benefits from the work of branch, and will not be in a position to develop a cluster able to improve operations, impact on exports and economic development of the country.

REFERENCES

- [1] UNIDO Industrial Development Report 2002-2003.
- [2] Priem, R.L. Consumer Perspective on Value Creation, 2007, Vol.32 No 1

¹⁹ Report of the Foreign Investors Council



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- [3] Cvetanović ,S,Ribač" *Tehnologija i konkurentna prednost preduzeća*", 2005.
- [4] Srivastava ,R.K.,Shervani,T.A.,Fahej, " *Business Process and Shareholder Value on Organizationally Embedded View of Marketing Activities and Discipline of Marketing* ", 1999,
- [5] Hamel,G.Gety (2004), " Funding Growth in an Age of Ausrterity "
- [6] The list " Busines Week " , (21 april 2003)
- [7] Michael E.Porter, *Competitive Strategy* ,(1980)
- [8] Charles Fleming i Leslie Lopez "The Corporate Challenge-No Boundaries,ABB,s *Dramatic Plan to Recast Its Business Structure along Global Lines* " (1998)
- [9] Lim.E.-G." Determinants of , and Relation Between Foreign Direct Investment and Growth "(2001)IMF WP 01/175
- [10] [http-www.ita.doc.gov](http://www.ita.doc.gov)
- [11] Locomonitor mesecni investicioni globalni pregled (MIM) izdanje, 2007 godina
- [12] Joann Muller " *Global Motors* " Forbes (2004)
- [13] Philip Kotler " *Strategic Marketing Research* " (2006) P21
- [14] Jovanović M, " *Geography of Production and Economic Integration*", 2000,
- [15] Douglass M." Mega –urban Region and World City Formation: globalization, the Economic Crises and Urban Polisy Issues in Pacific Asia "(2002) No 12
- [16] UNCTAD "World Investment Report ", IMF "World Economic Outlook"(2002)
- [17] IFC,IBC "Investing in Serbia " (XI / 2006).
- ¹ UNCTAD-ov izvestaj o investicijama, novembar 2007 godine i EIU, 2007
- ¹ Izveštaj Saveta stranih investitora, 2008.



SOCIAL NETWORKS AS THE SUPPORT OF HUMAN RESOURCE MANAGEMENT

Pecić Dejan¹, Pecić Ljiljana², Ščekić Velimir¹

¹ALFA University, Faculty for Strategic and Operational Management, Belgrade, Serbia
dejan.pecic@fppsp.edu.rs, velimir.scekic@fppsp.edu.rs

²High Professional Technical Engineering School, Trstenik, Serbia, ljpecic72@gmail.com

Abstract: Modern business cannot be imagined without the use of information technology and each company that wants to do business profitably in its ranks must have employees who know the most efficient way to use information technology. This includes knowledge of equipment and infrastructure used in the efficient execution of business activities as well as software packages and programs that are in daily use for various purposes. In addition, a huge advantage is to know how to use the potential of the Internet and its services, information technology in general and how to successfully implement the business processes, and to align investments and benefits by reducing costs and increasing efficiency at the same time. There are people for whom this was the foundation for building a business empire. Social network is a relatively new term that rapidly invaded our lives, both personal and business, and we could categorize it into powerful tools for achieving business goals.

Keywords: social networking, employment, recruiting, business, information technology

1. INTRODUCTION

If companies i.e. their management slowly follows and adjusts to changes in the market and new situations, inevitably will fall out of the race for winning a sufficient segment of the market, so their company could survive and record profit.

Task of the management company is to recognize all the opportunities that the Internet provides, to be well acquainted with them or to hire enough skilled and knowledgeable staff who will be able to adequately use existing resources, and most importantly, who will be ready to continuously learn and adapt to new technologies and inventions that Internet is offering every day.

Unlike the older generation of managers who do not recognize the importance of the Internet in general, and social networks in particular, modern managers have to pay attention to



the social network. There are a large number of social networks, measured in the thousands, global and local associations and Internet portals, which bring together people with similar or different interests.

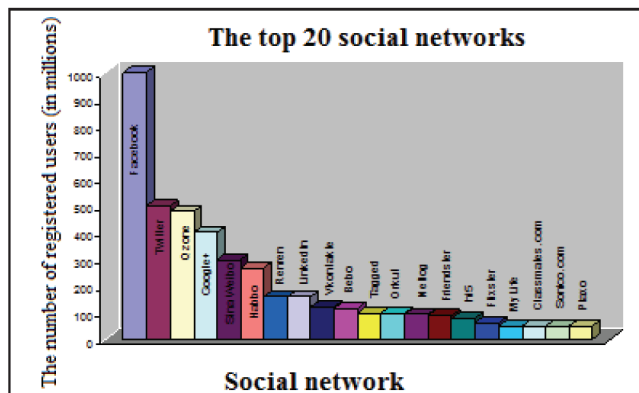
The claim that social networks are intended only for personal use is no longer valid and inevitable changes in business under their influence have been proven. The exponential growth of social networks, both in terms of number of users and in terms of functionality, clearly raises challenges for those who decide on the strategy in the area of social networks. It is no longer a question of whether, but how to take advantage of new market environment with continually increasing number of users.

2. SOCIAL NETWORKS

Social networks are online communities that gather people with similar interests. Usually people take them as the sites that bring together people, who otherwise know from real life, however, the definition of social networks is much broader, since many sites connect people of the same interest.

There are much more social networks than we can imagine. Figure 1 shows the twenty largest social networks according to the number of users (Source: Wikipedia, February 2013). Some of them are global; while some of them are bound to specific geographic areas and although they are widely used, they are absolute mysteries for the rest of the world. Therefore, for example, in the top 10, three Chinese social networks (Qzone, Sina Weibo and Renren) together have the impressive 940 million users. Vkontakte is widely used in Russia and former Soviet Union countries, while Orkut is very popular in India and Brazil. However, a truly global phenomenon is Facebook, a social network that broke the limit of a billion registered users, and which for many of them, especially the younger population, has become a way of living.

Figure 1: 20 social networks with the biggest number of users



Social networks have become not only popular regarding connecting people online, but also the necessity of business. Every good company has a profile or page on some of the social



networks. People spend more time using computer and the Internet, so it can be said that the market has moved to this field. The future of any successful business is on the Internet. Social networks synchronize everything a user needs, information and the ability to share information and opportunity to comment and express their opinions. We all love them, but how much do we really know about them, and how can we use them?

Human resource management in the professional sense is "the effective and efficient management of employees in an organization (human resources) to achieve the desired objectives."¹ Need to hire new workers will always be there, and finding effective ways to recruit people is a key issue in today's business world. This is a key issue and a driving force for employment worldwide and it is vital for the survival and development in the modern business world. "Organizations recognize the important role of its people in achieving and maintaining a competitive advantage, and are, therefore, aware of the need to attract people of a higher caliber."² When we compare the terms - "social network" with the terms that follow - profile, users, applications, interactive games, like, status, and "human resources" with the accompanying terms - employment, recruitment, motivation, career - they look so different and diverse but at the present time their correlation and comparative step certainly is possible. Many companies have recognized the expansion of social networks as the possibility that in a rational way with minimizing the cost, fill vacancies with finest people. In a poll published by the Manpower Group (Employer Perspectives, 2010), employers from 35 countries were given the answer to the question, "For which two areas social networks can provide the biggest boost to your organization in the future?" Fifteen percent of surveyed employers said, "Recruiting new talents", while this percentage is much higher among employers in North and South America, and climbing up to the value of twenty-one.

A large number of companies that choose to bypass the social networks and do not create a strategy for participation in social networks are at risk of losing a dynamic and fast-growing market. Recent surveys show that more than 60% of adults own profiles on social networking sites, while 23% of the time spent surfing the Internet is while visiting any of these networks. The corporate sector is constantly striving to find optimal ways to use social networks, prevent low productivity that can occur under the influence of these tools and use them to build better communication with employees, potential employees and customers.

One of the business areas in which social networks give excellent results is recruiting and attracting talent into the company. With the huge number of people who use social networks, especially for the job, companies are beginning to use these channels to advertise vacancies³.

3. WHICH SOCIAL NETWORKS AND HOW TO USE THEM

Facebook is now the most popular social network with more than one billion users of all ages. Primarily was intended for home users who create profiles by adding photos, lists of personal

¹ Beardwell, I., Holden L., Claydon T., Human Resource Management: A contemporary approach (4th edition), Prentice Hall, Financial Times, 2004

² Foot M., Hook C., Introducing Human Resource Management, 5th ed, Pearson Education Limited, Edinburg, 2008.

³ <http://dobarposao.com/blog/2012/do-talenata-preko-drustvenih-mreza/>



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

interests and different personal information so they can communicate with friends and other users through private or public messages and chats. They can create groups, join existing groups, or fan pages of which many are created by organizations as a means of marketing. Applications that can be added to the profile are one of the most interesting features of Facebook, which are mainly designed for entertainment. However, there are applications that can be used for business purposes such as, for example, Facebook's Graph Search, which raised the Internet search to a higher level because it doesn't provides a link to the answer, but an answer itself. Therefore, this option, according to the size of the database, can be considered the most serious tool for recruitment.

In an article, Forbes points out the fact that Graph Search reveals people, their work history, education, interests and what motivates them. This search engine access all the information that the user has made available on Facebook, i.e. profiles, photos, comments, likes, friends, etc. Graph Search provides more than LinkedIn, and you can go a step further, enter the elements of the corporate culture of the company, and find people that match your needs. Job seekers can use search graph. If you want a job in a particular company and you would like someone to represent you, you can use friend search to find the most suitable person (for example, a friend of a friend who works in that company). Although in the development of this application designers had in mind the possibility of recruiting, Graph Search has its shortcomings. It primarily depends on the information posted by users on their profiles, and they are often inaccurate, and therefore cannot offer high quality results.

According to the number of users, **Twitter** is the second world social network, but in our country, it is still poorly represented. Twitter is based on the function and content of short messages, i.e. tweets. Twitter can successfully be used to provide customer support, because it is possible to find all public tweets of Twitter users in the search engine. Obviously, a good selection of search criteria in a particular area can filter out the best solutions for business position that a corporation is required. The company, through its managers communicates through short, meaningful Twitter posts can raise the rating of the network, and attract an increasing number of interested parties, of which many are potential solutions for a certain position within the company.

LinkedIn is the largest business-oriented social network for business networking with over 160 million users. Business people use LinkedIn to exchange professional information, ideas, business opportunities, finding employment and business opportunities, as well as the promotion of its own business. Within LinkedIn, professionals in all areas of business connect. Opening an account and creating a personal profile, you can connect with other users and expand the network of business contacts, connecting groups in the corporate interest and expertise, building a professional reputation, strengthen personal brand, job search or employees. Companies can create a company profile, which are indexed in the Google and LinkedIn search engines, where you can promote products and services, but also point out news about the company and job vacancies, available to each user.

The main advantages of the LinkedIn is option for professional representation of individuals with the strengthening of personal brand and professional reputation, transparency in the labor market, it is easier to find business opportunities and employment. LinkedIn is a serious company and the social network that provides many options for the protection of privacy and personal brand management.



Google+ is still, developing network, with a very large increase in the number of users, which is primarily merit of the close association with the Google, the world's largest search engine and Gmail free e-mail service. It is easy to use, simple, with effective visual identity. The users are divided into circles according to target groups, thus facilitating communication. The biggest advantage of Google+ network is a great integration with Google search engine. A major drawback of this network is the low activity of its users.

YouTube cannot be considered a classic social network, although there is a degree of interaction between its users. It has a great potential since it is the second biggest search engine in the world and the service used by hundreds of millions. YouTube can be used to support the use of other social networks in order to achieve visual promotion via high quality video content. Of course, these networks are listed as globally important, according to the number of users and traffic, which does not mean that in some individual microenvironments the advantage will not have some other social network. For example, Xing, a social network for business networking, occurs widely in Europe, especially in German-speaking countries.

Employers generally use resources from multiple social networks in search of potential employees. Social networks are primarily used as a means of developing a brand and contacts, and much less as a mean of direct search for employees, with the exception of LinkedIn, which would Facebook's Graph Search could change.

Interest in social networks is increasing on a daily basis. People often say that one day the imperative will have an online account at one of the popular social networks, because it will be a new, modern identity card of every person.

4. HOW TO USE SOCIAL NETWORK IN THE RIGHT WAY

The traditional way of finding and recruiting talents is slowly becoming obsolete. The way people communicate is changing with the growth of the IT industry and the emergence of new online communication channels. Popularity of social networks has flowed into the world of business, and now a manager in the human resources sector hardly can imagine their day without these tools.⁴

Most managers today understand how to use online tools to build and expand their networks. It's easy for them to reach the industry contacts and colleagues via LinkedIn and Facebook, to follow and be followed on Twitter, and to actively participate in corporate social media initiatives. Less understandable is how managers can use these networks to gather information and establish an effective impact on all interconnected, cooperative and less hierarchical workplaces.

In order to construct an efficient online network, it is necessary to focus on three things - reputation, specialization and network position. As in the real world, the reputation is a value – it is how to induce people who have never ask of you to met you, give you information and cooperate with you. In the virtual world, you build your reputation by offering compelling content, drawing attention to your online presence, thereby motivating others to circulate and act on your ideas. Reputation is estimated using services such as Klout, Identified, PeerIndex and Em-

⁴ <http://dobarpasao.com/blog/2012/do-talenata-preko-drustvenih-mreza/>



pire Avenue. These services determine your ranking based on how many people you influence, how much influence you have effectively achieved, and how influential your contacts are.

Successful online operatives enhance their reputation and expand its network, focusing on key areas of expertise. Demonstration of knowledge and establishing links with other experts in the particular field, along with solving practical problems in the network enhances the reputation of each user and attract more users to join the group, to share their ideas and suggestions and actively share their knowledge. Providing relevant information is the basis for the acquisition of the reputation of the network. Good network users use their contacts as a source of quick feedback, and even solutions to the challenges of all kinds. However, working in a network can be a double-edged sword. If you are performing unprofessional and sloppy, a potential employer can easily get to the relevant information and conclude that you are not right for his company.

If you created a strong network of well-informed and professional people in your sphere of interest, you have the ability to assist them in solving various problems in very short time. You can use your network to test your own ideas and proposals by forming your own survey on them, or based on the number of "Likes". Feedback can help you to convince your boss or client to agree with your thoughts against their will.

It is expected that organizations will begin to seek employment with evidently strong online relationships and experience in the effective influence through them. The best power workers will become even more valued.⁵

If social networks are the environment that voluntarily and willingly chooses a significant number of individuals, businesses, then the business will find ways and means to become available in that new space. What company should do to over social networks to intrigue their customers? The first move that managers need to do is just to create a business account on selected social networks. It is necessary to choose the social networks that best meet the needs of the company and the best management strategy is to create two or three accounts on the most popular global networks, as well as one or two on highly specialized networks within their industries. In this way, all target groups would be covered. The aim of corporate accounts on social networks is communication with their own target groups through daily presence on the internet, various communications and information, and direct communication with customers.

No matter this task seems very simple, it is necessary to hire enough skilled people to recognize all the laws and rules of engagement for each of the individual networks. When associates or employees are selected, or existed one are trained for work on social networks, the company gets a great tool to promote its own business. It should be borne in mind that the social networks allow that completely free⁶.

5. ADVANTAGES AND DISADVANTAGES OF EMPLOYMENT THROUGH SOCIAL NETWORKS

The advantage of using social media in human resource management is more than obvious, but we'll list some of the benefits they can bring. Job applicants may be required within a

⁵ Molinsky A., Davenport T., Iyer B., Davidson C., Harvard Business Review, January-February 2012

⁶ <http://www.neskwebart.com/2012/05/uticaj-internet-servisa-na-poslovanje-trgovinskih-preduzeca/>



geographical area, and find a much greater precision than before narrowing the number of candidates and increase the effectiveness of recruitment. Available jobs are filled quickly due to the reduction of competition for immediate response candidates through social networks. Of course, employment through social networks is a cost effective with high return on investment. Bearing in mind that students are common users of social networks, there is a great potential for attracting talent for entry-level positions. Access the best candidates is faster because the ability of companies to respond before the competition is increased. The very existence of the company in the network increases the visibility of the brand, putting it on the top, while the competition for open positions could be seen and read by high qualified candidates. Of course, while selecting candidates it is impossible to rely solely on social networks and validity of the data with the profile of the candidate, since it is known that the information users enter themselves. Since some 92 percent of people who recruit a new workforce admit that uses social media to fill the vacant positions and explore candidates, it is necessary to "clean up" profiles of inappropriate pictures and status messages replacing them with information about professional achievements. Otherwise, there is a risk of elimination from the recruitment process. According to a survey commissioned by Microsoft (Online Reputation, 2010) it was found that 70% of people in charge of recruiting candidates were rejected after scanning profiles on social networks that usage of online scanning would continue to grow in the future.

6. RESUME

The time of sending typed, printed CVs to potential employer is long gone. In addition to the ways in which social media will change business this year, the technology is gradually changing the way of seeking job. Although sites that advertise the search for new labor in all possible areas are still dominant, the benefits social networks such enormous potential in selecting the best candidates becoming increasingly recognized. In addition the fact that these specialized areas would enable easier search for the ideal position in a particular industry, the candidates should focus on what they are really interested in and in which field they could stand out. Facebook, Twitter and LinkedIn above all, as well as other social networks, do not have to be the most important part of the recruitment plan in your company - but the above trends and multiple uses, however, should not be ignored.

Trends for the future indicate a greater influence of information technologies, especially information visualization. This mean that we must pay attention to the photos that presenting us on the social networks, to the ability of using use video materials in the form of personal promotion or compiling summaries in the form of info-graphics. In addition, you can introduce yourself as a professional in the video CV.

Finally, a few words on the subject related to our climate. Although Serbia long ago moved on to Facebook and we are among the top number of registered users in relation to the population for years, the local business world has recognized that late. Serbia compared to Western Europe and the United States is almost a decade behind in terms of Internet use for business purposes. Until recently, only 5% of companies in Serbia owned corporate Web sites, and even smaller number of those sites meets the basic technical design and quality standards.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

However, in the last few years, this situation began to change in any respect. A large number of students, who graduated in the past few years, connected themselves with a large number of employers creating a profile on LinkedIn. The emergence of social networks in business has led to the emergence of a new profession, yet increasingly popular in Serbia - community manager (the person who creates and manages company profiles on social networks). Awareness that the work can be found through social networks, especially for some specific occupations such as community manager and Web designer, because these people have focused on computers and the Internet is developing among students and employers. The latest research has shown that as many as 58 percent of employers in our country additional information about the candidates seeks over the social networks, while only 22 percent of the students looking at their profiles as its potential CV.

BIBLIOGRAPHY:

- [1] Beardwell, I., Holden L., Claydon T., Human Resource Management: A contemporary approach (4th edition), Prentice Hall, Financial Times, 2004.
- [2] Foot M., Hook C., Introducing Human Resource Management, 5thed, Pearson Education Limited, Edinburg, 2008.
- [3] <http://dobarposao.com/blog/2012/do-talenata-preko-drustvenih-mreza/>
- [4] Molinsky A., Davenport T., Iyer B., Davidson C., Harvard Business Review, January-February 2012.
- [5] <http://www.neskwebart.com/2012/05/uticaj-internet-servisa-na-poslovanje-trgovinskih-preduzeća/>



CRISIS MANAGEMENT AND BUSINESS ADAPTATION: MECHANISMS AND STRUCTURAL CHANGE

Srdjan Petkanic¹, Marina Kostic²

¹Institut za Evropske Studije, Beograd., Srbija, ¹ psergio1@yahoo.com

²Alfa Univerzitet, Beograd, Fakultet za obrazovanje diplomiranih pravnika i diplomiranih ekonomista za rukovodece kadrove, Novi Sad, Srbija, marina.kostic@fpss.edu.rs

Abstract: *This paper seeks to provide the explanation on basic types of business adaptation during the crisis using most valuable crisis management theories, mostly organizational theoretical apparatus. In particular, it looks at the mechanisms whereby organizations and companies are coordinated and shows how crises produce certain structural modifications, which have implication for business coordination. The intent is to provide scientific explanations for what is traditionally described as emergent phenomena.² It argues that most of it has been called emergent business solution can be explained by: a) the heightened necessity for organizational coordination during crises; b) the conditions which make for changes in the communication patterns within emergency organizations and c) the consequences the changes in communication patterns have for organizational co-ordination.*

Key words: *Crisis management, business adaptation, structural change, emergent phenomena, communication.*

1. INTRODUCTION

During the last ten years, many scientists have conducted conceptual and empirical studies on the impact of the crisis on the business. This is, in a sense, a new venture as it is similar to the economic crisis that has not been met by modern society. The interdisciplinary nature of the research is influenced by the reduced level of business integration with existing theoretical apparatus within the discipline of crisis management, but it can be concluded that the crisis is dealt with in the business of technological and structural, psychological, socio-political and economic point of view. Specifically speaking, the economic crisis is a phenomenon for which

¹ This article is a part of the project 179014 financed by the Ministry of education, science and technological development.

² More on emergent phenomena can be found in: Harvard Business School Press, *Crisis Management: Expert Solutions to Everyday Challenges*, Boston, MA: HBSP, 2008, pp. 19-31.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

there is scientific: sociological, social and technological as well as political explanation, as all of these factors have a major impact in the development of the crisis and its management. Taking into consideration the fact that the studies involve a multidisciplinary approach to the crisis, the researchers believe that the study of the crisis must be conducted through a systematic approach. In other words, the researchers believe that psychological, socio-political and technological-structural approach must be explicitly considered and included in the analysis of the phenomenon of the crisis, so that it can be explained from a scientific point of view and be able to draw some conclusions in terms of running a business and to offset the effects of the crisis and avoid. While some researchers are trying to use a multidisciplinary approach, the other group of scholars examines the causes, consequences and crisis management techniques through the same disciplinary framework as the first group. To some extent it might seem like one and the same approach where there are many different disciplinary voices, in different languages and on different issues before various audiences, but it is not so.

Most of business life during crisis is so structured that business behavior occurs rather routinely. Most of the time, established and standardized business procedures are followed, manifesting themselves in the habitual behavior of employees or traditional actions of organizations and companies. At times however internal or external factors generate enough difficulties in doing business to make it possible to think of responding entities as being in a state of crisis. Crisis requires the reworking of established and standardized procedures to make modern business as well as of organizations for carrying them out. In a large part, the direction of response of groups or organizations is for certain aspects of emergent behavior to be combined with elements of routinely organizational behavior. In order to create a multidisciplinary approach in this paper, we tried to present alternative views on the crisis and using eminent psychological, socio-political and technological structural research techniques.³ Conclusions that we obtained in this study do not represent a catalog of given research perspectives within each area, but an attempt of building definition of crisis, crisis management, and a comprehensive model for crisis management that will help the business to surpass the crisis, and same time to reflect the psychological, socio-political and technological-structural assumptions.

Main changes that are in focus of this paper can be explained using standard organizational variables which are applicable to a wide range of types of organizations and companies, not just organizations or companies in emergencies during crisis period. After establishing theoretical orientation, we will come back to its application in crisis. Theoretical orientation of this paper encompasses organizational coordination which is related to the internal structure of an organization. It argues that the predominant type of coordination in an organization is determined by diversity and its internal distribution of non crisis context, the types of variables specified are particularly significant in changes which occur in the crises context. Central concern within organization is coordination. Coordination can be seen as the degree to which there are adequate linkages among organizational parts, i.e. among specific task performances as well as among sub-units of the organization, so that- business objectives can be accomplished. Organizations can be coordinated by plan and by feedback. The former is based on pre-established crisis management schedules and programs directing and standardizing the

³ Harvard Business School Press, *Crisis Management: Master the Skills to Prevent Disasters*, Boston, MA: HBSP, 2004, pp. 21-46.



functioning of organizations, while the latter is centered on the transmission of new information so as to facilitate the mutual adjustment of parts.

2. THEORETICAL AND ORGANIZATIONAL BEHAVIOR DURING CRISIS

Two basic types of coordination are ideal constructs. In reality, during economic and other crisis complex organizations are mixture of the two. It is possible, however to identify organizational variables which would be associated with one or the other mechanisms of coordination. There are at least three: a) uncertainty of tasks; b) diversity, or the relative number of different occupations in an organization and their degree of professional specialization; and c) the distribution of power and status within organizations.

Organizational coordination with feedback connections is feasible in terms of business success while increasing the diversity of occupations, and the diversity and uncertainty of business objectives. In the first case, no standard set of administrative guidelines and sanctions can not regulate the activities of professionals in the appropriate manner and entirely. Another theoretical approach emphasizes the speed of information exchange between the staff responsible for the organization. Increase in the volume of information and its immediate diversity, with horizontal communication, which has a very important role, makes coordination planning practically unfeasible. Opportunities of success of the planning coordination increases in situation of explicit differences in power and status in organization. Accordingly, the higher the hierarchical distance between the parking staff, lower the volume of communications. External environmental factors such as homogeneity and stability are important determinants for achieving business success in a time of crisis. The conclusions of most studies indicate that the stability of the environment leads to routine technology and planning coordination. Based on the above can be written to certain conclusions: 1) more diversity of the organizational structure, more emphasis are placed on usage of the coordination feedback; 2) more differences in status and power within an organization, more emphasis is placed on the coordination of the planning and 3) the greater the uncertainty of organizational surrounding, greater the emphasis on the coordination of the usage of feedback.⁴ Theoretical orientation to overcome the crisis in terms of business success, which is presented in this paper has certain consequences for the functioning of the organization during the crisis. Generally speaking, during the economic crisis, there is an increasing need for coordination of the organizational structure with the help of feedback and planning coordination. In addition, the crisis has produced conditions in which there is a general increase in the level of communication and horizontal communication with the aim of rapid overcoming of the crisis. The crisis created conditions of extreme uncertainty for organizations and business actors when it comes to the business environment. In such circumstances there is a possibility of creating greater organizational diversity through the acceptance of new organizational goals or new staff. Also, the number of participants becomes larger business ventures, especially during emergency situations, when hiring additional resources is an economic imperative

⁴ Similar conclusions can be found in: Roberts, K, *New challenges to understanding organizations*. New York, Macmillan, 2009.



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

to neutralize the effects of the crisis. Additionally, all of the conditions and consequences of the functioning of the organization during the economic crisis lead to the establishment of coordination with feedback and planning coordination.

Although it may sound like simple phenomenon described as urgent, organizational adaptation in times of crisis can be explained by standard sociological variables. When we speak of the established organizations, they retain the structure they had before the crisis with the help of planning coordination. Planning coordination features have been closely associated with traditional organizations whose primary function is based on the urgent needs in order to overcome the crisis and successful business. These business organizations often refuse to perform "non-traditional" tasks in crisis situations and try to maximize the lower cost of doing business through the engagement of volunteers and low-paid labor. They decided to implement emergency measures, thus saving significant resources. The viability of regular structure and tasks of such an organization can maintain intact their business plans prior coordination. On the other hand, demands that can not meet certain business actors must be absorbed within the company, and they have all chances to be effectively carried out by emergency groups or organizations that coordinate with feedback.

Established organizations or major business organizational actors perceive pressure during the crisis period. When most of the business organizations that work in emergency situations is going to establish coordination with the help of feedback, established organizations are vulnerable in many ways. There is a discontinuity in their attempt to maintain internal planning coordination related to the crisis, when the conditions are such that most of the other business actors moving towards the establishment of coordination with feedback. This discontinuity creates a lot of difficulties in trying to take over the entire communication system between business actors establish general coordination.

Nevertheless, structural conditions during the emergency period are affected by the uncertainty, diversity, less formalization and decentralization of the entire business of the company. These changes increase the need for communication between business stakeholders. Nature of the tasks that need to be overcome in the course of the crisis is not routine but may be explained as that which is caused by those same sociological factors that affect coordination. Research and conceptualization of organizational crisis response operations in one area usually has immediate political consequences. It is believed that the most urgent political implications of planning can be mostly perceived at the local level, where there is centralization of operations and formalizing business processes. In other words, the planned coordination is considered as normative activity. This method is the most recognized in the World, since it is considered to be the most effective for use in conditions of economic crisis to improve business. Planned activity relies on mechanisms of social control and the system of rewards and punishments as the predominant method of coordination in terms of achieving business goals during the crisis. Basic emergency planning assumptions must be examined individually in order to protect further business activity.

Most of the individual business actors involved in emergency planning process must have previous business experience enabling achievement of business goals on a routine basis.

Based on what has been written, the predominance of normative planning model that puts the emphasis on the coordination of planning, is at least, problematic. Crisis, as a phenomenon that itself creates conditions for ameliorated business planning and inadequate coordi-



nation for a given business situation. Business actors are confronted with these and similar issues, and after the crisis, leading to the possibility of launching various business reviews. The standards used to evaluate the efficiency of the business are such that usually lead to negative form of business organizations that use coordination with feedback. A significant increase in the volume of communication is considered to be a failure in coordination of the process, not the adequate condition for its existence. This phenomenon is now widespread, but it should not be underestimated in the future, because otherwise the business could be at a loss. Emergency planning should be conducted in order to improve and increase the level of coordination feedback effect, since all the chances that it will become the most important form that is realized through emergency planning.

3. TYPOLOGY OF CRISIS MANAGEMENT AND ITS IMPACT ON WORLD ECONOMIC CRISIS

Many have sought to make the classification of crisis management to more effectively overcome the impact of the crisis impact on the sphere of business. As the final result appeared on hundreds of classifications with more or less success, to not only define the term crisis management, but also a developmental mechanism of this relatively young scientific discipline. While large, particularly economic crisis, we distinguish at least five types of crisis management: 1) strategic efforts, 2) technical and structural efforts, 3) efforts to evaluate and diagnosis, and 4) communication efforts, and 5) the psychological and cultural efforts.⁵ This typology is established through the use of the most modern and sophisticated scientific analyzes that were intended to contribute to a better understanding of content "every family", the degree of its effectiveness and modalities for better business conditions in World economic crisis. Strategic efforts are considered parts of the business world that has developed and conducted a systematic strategy. These organizations are the system ready to cope with the crisis and managers within these types seeking to implement new forms of business behavior in order to overcome the crisis management crisis turning into a kind of art that promote the strategic planning process. Some types of strategic efforts also forms a new business unit within their organizations aimed to cope with the aftermath of the crisis, organize preparation of employees to the new conditions as well as to organize the usage of simulation of diversified strategies. Some technical and structural approaches to crisis efforts are very serious and responsible, with an emphasis on reducing the budget of the organization and the development of urgent policy changes and adaptations during the crisis. This type is perhaps most sophisticated in terms of introducing innovations.

Computer processing of investment products and available resources is one of the main characteristics of this type of crisis management. Creating a separate part of the business organizations and crisis management is one of the characteristics with emphasis on reliable products whose competitiveness can not be compromised in the market. This type also insisted on improving the overall design of the product, as well as the safety of the product and production process. Technological supremacy over the rest of this kind is undeniable, and the use of

⁵ More on typology in: Rosenthal, U., Boin R.A., & Comfort, L. K., *The changing world of crisis management*, Springfield, IL, Charles C. Thomas.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

external experts for individual issue is something that this type of crisis management based business of your organization in times of crisis. The third type of crisis management places emphasis on evaluation and diagnosis of indicators that affect the business process during the crisis. Organizations that use this method of crisis management rely on legal audit as financial operations to remove threats that can jeopardize their business processes. Usually, these companies resort to changes in insurance at the same time relying on the analysis of environmental and safety standards with respect to environmental protection. One of the main characteristics of this type of crisis management is careful daily ranking of the most critical activities that affect the functioning of the organization. As a result of this approach usually appears a system of early warning of dangerous effects, scanning, and analysis of individual items (issue management) is one of the most commonly used methods of this type of crisis management. Inexhaustible research on potential hazards and critical attitudes is also very peculiar for this approach. Communication effort, as the fourth subtype method of crisis management, relies on a variety of media training and their main commitment is carried out through the media. In this way, disseminating information to local communities, and interviews with various managers trying to learn more about the different dimensions of the problem with which the business of the organization may be facing. Communication approach includes increased co-operation and lobbying with decision makers. This is a very pragmatic and interest-oriented approach, the maximum benefit for the business is trying to achieve through increasing the role of the communication. Psychological and cultural efforts may in large measure on all approaches rely on strong motivation power and fellowship company executives. This approach involves entering into relationships with activists in order to improve business by certain individuals with pre-defined business objectives. The approach advocated by acquiring more knowledge about criminal behavior, the impact of the crisis on employment, as well as advanced knowledge of psychological techniques to help employees in times of crisis. Manage stress and reduce anxiety are an integral part of this approach through attempts to reduce and erase the memory of past crises and dangers through which the organization, and they, as employees, they passed. The common denominator of all approaches is to simplify the concept of crisis and its reduction to a specialized type of activity or problematic which each approach deals. It seems that there is a need for a moral and strategic position since it was a positive shift in corporate theory and practice. This relates directly to the chief executive of an organization that is willing to tackle the crisis, with the executives and managers have access to their company not only as a production system but also as a possible cause of the big problem with destructive consequences. Because of this it is vital that leaders and managers develop an ethical corporate culture in their organizations, which are able to withstand losses, crises and business disasters.

4. CONCLUSION

The interdisciplinary nature of the research has led to a reduced level of business compatibility with existing theoretical apparatus within the discipline of crisis management. The crisis is dealt with in the business and technological-structural, psychological, socio-political and economic point of crisis as the one that prepares leaders and managers to develop a system-



atic approach to help organizations survive the crisis and that business activity would avoid suffering damage. Currently the apparent fragmentation of approaches used by the discipline of crisis management process to define the crisis and achieve its main role, for which it came into existence as a scientific discipline. Managers who deal with crisis management had to understand that crisis management requires focusing on the technical and human activities, and the relationship of employees and what they have to also understand that one of their main tasks is to bring unity to the business activities and prevent any kind of conflict. Through five main approaches that are present in the literature on crisis management, we have seen unfold fragmentation: while some emphasize the strategic efforts, the same can focus on other technological-structural components of business activities, and otherwise communication, psychological or evaluative methods. It is pretty worrying that lack of perspective is present among the most renowned experts in the field of crisis management. It explains why the business organization has had to experience failure. Perhaps the strategic content of this paper represent anything unusual or strange in the business world, but the authors of this paper firmly believe that the strategies presented here described above and become a standard procedure in the future when it comes to business behavior during the crisis. Business activities during a crisis can never be treated the same way as before the crisis in which the business orientation of executives and managers is of the utmost importance. Rational approach to the scientific discipline of crisis management implies a moral and social responsibility to the managers themselves, the organization in which they work, decision-making, society at large and which is particularly important, the politics of human environment-ecology. Managers in organizations that have the time to prepare for emergency conditions have started to implement a number of innovative and effective actions within the scope of their competence, based on their systemic and moral views on the crisis.

BIBLIOGRAPHY:

- [1] Barton, L., *Crisis in organizations: managing and communication in the beat of chaos* (1993), Cincinnati, South-Western.
- [2] Harvard Business School Press, *Crisis Management: Master the Skills to Prevent Disasters*, Boston, MA: HBSP, 2004.
- [3] Harvard Business School Press, *Crisis Management: Expert Solutions to Everyday Challenges*, Boston, MA: HBSP, 2008.
- [4] Lagadec, P, Communication strategies in crisis situations. *Industrial Crisis Quarterly*, 1: 19-26 (1990).
- [5] Roberts, K, *New challenges to understanding organizations*. New York, Macmillan, 2009.
- [6] Rosenthal, U., Boin R.A., & Comfort, L. K., *The changing world of crisis management*, Springfield, IL, Charles C. Thomas, 2001.
- [7] Schwartz, H.S., *Narcissistic Process and Corporate Decay: the Theory of Organization Ideal*, (1990), New York, New York University Press.



KNOWLEDGE MANAGEMENT PROCESS

Petrov Sonja¹, Zubac Vesna¹, Milojević Miroslav¹

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
petrovsonja@yahoo.com, zubacvesna@gmail.com, milojevicmiroslav@gmail.com

Abstract: Looking towards gaining a competitive advantage over concurrent companies, this paper attempts to provide answer to questions that are key points of an organization to which it has to pay attention in order to manage the knowledge processes. The first part indicates that tangible resources are not the only thing that it's worth in one company, but people with their knowledge, skills and creativity. The second part indicates the five disciplines that an organization should accept as a model of operation and at the end, we get an answer that the essence and significance is the constant investment in knowledge, its increasing application, the transformation from the individual to the group and "constant experimentation at the margin."

Keywords: intellectual capital, knowledge, learning organization, systems thinking, vision, team learning

1. INTRODUCTION

Not so far ago, the economists of the twentieth century have emphasized the importance of investment in capital and tangible resources. Today, a new way of functioning of the economy, at a time when there are no operational boundaries, require a change of values in business practices, changes in management and the creation of an organization whose success is measured and the advantage of its ability to create such an organization based on knowledge, its application and re-creation of new innovative ideas. Therefore, changes are a condition for survival of any organization, which means that the constant acquisition and application of knowledge is actually survival. The accuracy of this statement can be verified by taking any successful company as an example, and we will see that people with their ideas and knowledge created its performance, not physical capital.

A modern business operation is based on a large degree of uncertainty and inability to predict the future. Everyday increasing market supply relative to demand, forcing us in this dynamic and turbulent environment, to we incorporate into our products or services greater innovations and knowledge in order to make them different in relation to others. All this indicates to the necessary changes in the direction of acquiring new knowledge and innovation. Consequently, knowledge management is an essential element of successful strategy of global systems.



"An organization that only maintains the current level of vision, quality and achievement, has lost the ability to adapt. Given that change is the only sure thing in the activities of man, then it will not be able to survive in the volatile future ". [1]

2. THE FIFTH DISCIPLINE

Referring to Peter Drucker and his book "The Fifth Discipline", we will suggest to old habits of traditional organizations and the fact that only the ability to learn faster than competitors may be the only sustainable advantage in today's business environment. Organizations, in which people continually expand their capacity to create the desired results, where new and expansive ideas are fostered, where people are constantly practicing how to learn together, are the organizations that will be successful. Such organization encourages the free exchange of information and ideas among employees, with a view to achieving a common vision and improving existing business. In that way, employees in an organization like this become flexible and creative, groups and teams work better through the exchange of knowledge and experience to develop the necessary interdependence, increasing accountability at all levels. The result is the appreciation of opinions and assessments of each employee's opinion, regardless of his/her position in the hierarchy of the organization.

Managing the knowledge processes based on the value is creating a positive perspective for the employees and their ability to continually create new strategies. For this reason, in the current economy, instead of traditional, we have smart strategies, which differ in the fact that there is never just one strategy; there are always many of them as the risk is higher. These strategies are always based on the unique knowledge of companies. In order to create such an organization it is necessary to shift the boundaries of thought and understanding of deeper meaning of "learning."

The important features of this kind of work are:

- All employees are active in improving the value of the company and are encouraged to be open even if they criticize the company in order to improve the business;
- There is a structural interdependence that enables sectors to work together to achieve common goals,
- Organization encourages and gives great importance to individual and group learning;
- Encouraged to take risks, experiment and learn from the mistakes and experiences of others;
- Access to information, and the willingness to share information;
- Encourage creative thinking and acceptance of the new behavior

The advantages brought by this way of functioning of the organization are:

- The possibility of long-term success of the organization;
- Continuous improvement becomes a reality;
- Success and best practices are transmitted and imitated;
- Creativity, innovation and the ability to adapt increasing;
- Attracting people who want success and who want to learn, and keep them in the organization



3. PERSONAL TRAINING

Personal mastery means approach to creative work. People with a high level of personal mastery have in common that they have a special sense of purpose that lies behind their visions and goals. They are taught how to perceive and work with the forces of change rather than to resist them. They are curious and have a deep sense of being part of a larger creative process, in which it can influence but cannot unilaterally control. People with a high level of personal mastery live in a constant state of learning. Nevertheless, we must also say that personal mastery is not something you possess; it is a process; a discipline of those people who are conscious of their ignorance in areas where they can improve. Although there are many benefits of personal mastery, many people and organizations are neglecting it. Given the existence of deep-rooted traditional organizations, some are afraid that the person mastering will threaten the established order in a company.

The organization should encourage the personal development of employees, because where individuals are being perfected, and organization is being perfected too, as a rule. Otherwise, personal mastery is the key foundation of a learning organization. People with high levels of personal mastery become committed to learning that lasts a lifetime. Personal mastery deepens our personal vision, directs our energy, develops patience and allows a more realistic look at the reality.

4. THE MENTAL MODELS

The word "mental" comes from the Latin word "*mentis*", which means the mind. Vitality and mind are two key phenomena affecting every including the business ability. Mentality exists in all parts of the universe of atoms, cells, organization and other natural forms of organization. [2] Mental models are the images that we hold in ourselves regarding the world around us, our job, etc. Very often, we are not aware of our mental models and the way they affect our behavior. They affect our vision of how things are going on the work, why they are taking place and what we can do about it. Mental models determine how we think and how we behave. Employees are often behave in a manner to avoid the inconvenience and potential threats, and all that affects the formation of defensive mindset, and thus the way employees act, the organization where they work is doing the same. Avoiding embarrassment and threats, learning is also being avoided. Learning occurs when people change their mental model or mental map. A learning organization must create different mental models that will contribute to the improvement of its competitive position. This means changing the routine way of approaching the business thought process to be used in solving problems.

Have we ever wondered why the best ideas fail? Why great strategies fail? Their non-realization is not the result of unwillingness or lack of understanding of what needs to be done, but the mental models, due to the conflict with deeply rooted internal representations that limit us through familiar ways of thinking and acting. For this reason, management mental models discipline is a major driver of the learning organization.



5. SHARED VISION

The basis for the gathering people and directing an organization is the vision, as an ideal and unique view of the future. Integration of employees is achieved by a common vision that builds commitment of the group. It means that everybody in the organization has a unique view of the purpose of the organization and its impact on the achievement of these purposes. We could say that a shared vision is the answer to the question "What do we want to create?" As personal visions are images that people carry in their minds and hearts, so shared vision are images that people carry throughout the organization. They should create a sense of community that permeates the organization and gives coherence to different activities. The importance of common visions lies in directing thousands of employees aimed at creating a common identity among very different people. However, we must say that the reliance on a vision that is focused only on winning the competition may weaken the organization in the long term. Therefore, a common vision, especially internal, raises aspirations of the people, so work in such conditions becomes a vehicle for the pursuit of higher levels of achievement and purposes through products and services. It creates a common identity and a common sense of purpose, vision and values of the operating organization and the establishment of a community.

6. TEAM LEARNING

Team learning is the process of aligning and developing the capacities of a team to create the results its members truly desire. It is built on the discipline of developing shared vision. There has never been a greater need for mastering team learning in organizations than today. Team learning improves conversations and skills of understanding. Organizational culture should encourage communication; to foster development of both individuals and teams and the organization as a whole. New challenges require transforming learning from individual to group i.e. team, and the organization as a whole. Working in teams, rather than separately on an individual basis, a collective organizational strength that will enable faster and easier to achieve organizational goals is developing. In order for teams to be successful, it is necessary to provide support in encouraging showing respect for others, expressing a sense of belonging to a group, recognizing mistakes and fixing them, including each team member participation in setting standards for the development of group functioning.

However, how do we know that a team learns? One of the most reliable indicators of a team that constantly learns is the visible conflict of ideas. In large teams, conflict becomes productive and leads to progress. This means that even if people share a common vision, it is possible to have many different ideas on how to achieve that vision. If there is free flow of conflicting ideas, a creative thinking, discovering new solutions that no individual could be alone will be created, so conflict becomes a long last dialogue.



7. SYSTEMS THINKING

Systems thinking mean that every member of the organization understands its job and how his/hers job affects the overall result of the work of the organization and to the satisfaction of the final product that will benefit consumers. It helps us to understand how to change the organization effectively and efficiently, and in accordance with the economic, technological and other management challenges. Today, organizations in their system install systems thinking regarding adapting to change and initiating changes in their environment. They have the skill of systemic problem-solving, learning from their own experience and best practices of others, as well as the rapid transfer of knowledge. Systems thinking include a non-linear way of thinking that involves consideration of problems as a part of shared process. [3]

Risks that may occur if the organization decides to change:

- Not all employees will want to learn and will not want to change;
- Created openness can jeopardize the trust between employees;
- Too much emphasis on learning and not enough on the performing duties;
- Too much freedom and information can create confusion and misunderstandings;
- A lot of information that cannot be absorbed at once

We will say that the long-lived are those companies that have the ability to "constantly experiment on the margins" and to continually explore new business opportunities. While traditional organizations, which will disappear, require control systems that control behavior, learning organizations that invest in improving the quality of thinking, the ability to reflect and team learning, and the ability to develop a shared vision and a shared understanding of complex business issues. Managing and creating a learning organization include supporting people to clarify their vision, moral support, helping people to find a cause and supporting people to make choices. "The main challenge a learning organization facing is to develop tools and processes for conceptualizing the big picture and to check the idea in practice. Everyone in the organization must master the cycle of reflection, action, evaluation and reflection. Without that, there is no valid learning." [4]

8. RESUME

Future prospects will have those companies, organizations and individuals who have the necessary knowledge and skills that will enable them to cope with the speed of change in an organization or society, complexity of environment and uncertainty of the time. An organization that is able to quickly learn and improve its work will be able to change its working practices, with the aim of achieving better results in an environment that is constantly changing. The essence of the changing organization is in its consciousness, which will mean the ability to see ourselves separated from the world toward the connection with that same world, seeing the problems caused by something external up to the ability to create its own action to solve the problems we are facing. The main objective was to point out a new approach regarding the problems of knowledge and knowledge management. This concept should enable application of smart strategies in which the elements of efficacy, personal mastery, mental models, shared



vision, team learning and systems thinking are going to be used, where the final result is going to be the creation of new and expansion of existing knowledge, its synergy and growth.

"Corporations are structurally similar to trees. There are visible parts – the fruits, and the invisible part – the root. If you concentrate only on fruits and completely ignore the root, the tree will die. To make the tree grow and produces fruit, it is necessary to ensure that the root is properly nourished.

The same applies to the company. If you concentrate only on fruits – financial performance – and ignore the hidden values, the company will not last in the long run."

Leif Edvinsson Director, Intellectual Capital Skandia

„Anyone who waits until tomorrow’s hot challenges become trendy, top-priority buzzwords will be left behind“

„Management Challenges for the 21st Century“, Peter F. Drucker, 1999

REFERENCES:

- [1] Piter Draker, *Veština delotvornog direktora*, Asee, Novi Sad, 2002.g.str.67 ISBN 86-7668-035-3
- [2] Relativno dobar prikaz navedenog dat je u: Radosavljević Milan, *Intelligence as the Key Factor of Every Success*, MK ANTiM 2012, FORKUP, str. 65-74.
- [3] Aca Marković, Vojislav Vučenović, Božidar Leković, Nikola Pajić, *Holistička teorija organizacije*, FORKUP, Novi Sad, 2011, str. 63-65.
- [4] Senge, P. *Peta disciplina*, Asee, Novi Sad, 2003, str.362-363. ISBN 978-86-7668-060-3
- [5] Rene Tisen, Daniel Andriesen, Frank Lekan Depre, *Dividenda znanja*, Asee, Novi Sad, 2006. ISBN 86-7668-026-4
- [6] Albijanić Miroljub, *Intelektualni kapital*, Službeni glasnik, Beograd, 2011. ISBN 978-86-519-0967-5
- [7] Đorđević-Boljanović J., *Menadžment znanja*, Data Status, Beograd, 2009. ISBN 978-86-7478-096-1
- [8] Stewart J., Tensley C., *Training in Knowledge Economy*, CIPD Publishing, London, 2002.
- [9] <http://www.radanpro.com/literatura/>



BUSINESS IMPACT OF SOCIAL NETWORKING

Petrov Sonja¹, Zubac Vesna¹

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
petrovsonja@yahoo.com, zubacvesna@gmail.com

Abstract: *The paper attempts to provide answers to the question just how social media and social networks are important for the operations of each company. The first part explains what social media actually are, their characteristics, and what questions we need to answer when we decide to use social media. The second part deals with social networks today as a relatively inexpensive tool for keeping the internet marketing and strategies companies should implement in order to be more visible in the virtual business world. Finally, the third section gives an insight into the use of social media by national companies and their understanding of the importance of using social media to attract new customers and increase business opportunities.*

Keywords: *social network, community management, social media optimization (SMO), the participation of users, blogs*

1. INTRODUCTION

If only there were attempts to predict ten years ago what will happen in the first decade of the 21st century from the perspective of e-commerce and e-marketing development, I think it would be possible to find a few successful online trend forecasting a longer period of time of a year or two. The beginning of the 21st century brought a new concept of Web services that paved the way for the creation of multi-structural e-business platform, which enabled the exchange of information and knowledge, making easier to use complex opportunities provided by the online environment. "Thousands of sources around the world guarantee the information of anyone who has the Internet access. The diversity of the viewpoints is amazing..."[3]. In the first half of the 21st century, a great number of completely new services such as Wikipedia, blogs, MySpace, Flickr, YouTube, etc. appear, and their basis is the widespread user participation. In the last two years, we have adopted the term social media or social network, which integrates different kinds of very visited and influential services like social networks (Facebook, MySpace, Google+, Twitter, etc.), content aggregation systems (News.google.com, News.rs, Blogodak.com, etc.), social bookmarking systems (Delicious.com, StubleUpon.com, etc.), a multimedia social media (Flickr.com, YouTube.com, Ustream.com, etc.) and many other services based on user participation.



2. USE OF SOCIAL MEDIA BY COMPANIES

Social media are the kind of Web service that provides a simple way to unify all modern Internet technologies with user interaction.

The basic characteristics of social media are simple participation of user and user generated content. The importance of content is reflected in the fact that social media are becoming more influential with the increasing number of users (for example, Wikipediija.org). It should be noted that social networks could not be equated with social media; social networks are just one segment of a much broader set of social media.

Corporate use of social media optimization or usage of social media to achieve given objectives, the company actually designs and implements various methods of communication via selected social media that result in generating publicity. Just like Stankovic&Veljkovic stated: "Social computer networks, in addition of gathering a large number of people and occupy their attention, they have great power to create strong views and public opinion, creating big (global) plans and organizing mass actions on a global level."

Due to the large number of different types of social media that is on the one hand the goal of the company, to use a large number of social media, we can ask ourselves:

- Whether it is necessary to study and to use all known social media
- Whether it is enough to use only one social media (Twitter or Facebook)
- What is the optimal usage of social media i.e. whether "the social media optimization strategy" was done
- Which are the most relevant social media activities of a company?

For the necessity to obtain answers to these and many other questions about the company presence on social media, it is necessary to define the framework according to which the organization will operate in the field of communication through social media. Some of the defined frameworks could include the following setting goals, explore and identify the competition from the standpoint of the use of social media, make a selection of social media that will be used by the company to create content according to the characteristics of selected social media, to identify the use of the visual identity of the company in relation to the characteristics of individual social media, to develop a communication plan and its implementation by social media and of course in the end to do the analysis of effects in real time. We can say that the effects brought by social media are very different. Depending on the goals of the organization, some social media will be used more, others less, and some will not be used at all. How the company will use social media depend on its objectives and its assessment of whether the benefit will be greater if promote content on other people's services or use its resources. For these reasons, it is necessary to examine what is possible to do for the company through a variety of social media and how to achieve it. "What makes a company successful in the digital economy? Visionary companies realize that existing business models are unable to respond to the challenges of dealing in the era of e-commerce. In today's leading companies such as Intel, Dell, Siemens, Cisco and GE, in each of them it is possible to find new business models, which are finely intertwined and integrated with customer needs, technology and business processes." [5]



3. SOCIAL NETWORK – A CHEAP TOOL THAT BRINGS CUSTOMERS CLOSER

As we have seen, the world is changing at a speed we could not even imagine. "In creating a marketing campaign of any type it is essential to understand who the audience is. Social media is a great way to connect with your audience and provide two-way communication." [6] Social networks and mobile technology development accelerated the development of relations, information dissemination, and thus influence. People today use social networking technology to shape world events and culture. We are witnesses that Facebook taught us a new way of communicating with feeds, profiles and groups. At the same time, smart phones and tablets allow instant access to information from anywhere. We have become witnesses to the power of social media and its impact on society. In addition, we witness the impact of the social revolution on business. Companies that want to be successful in the future, have recognized the need for change in the way of communicating with their ongoing and potential customers, and gradually transform themselves into social- networking entrepreneurship and radically change the way they manage their companies. For example, Burberry put social networks at the center of its business and created a comprehensive digital solution Burberry World connecting customers, suppliers and distributors. Then, KLM, one of the world's largest airline companies also uses the influence of social networks in a way that customers on social networks can pose questions, check in for flights, and talk about travel. In one of his innovative campaigns, KLM surprised passengers who checked in via Twitter, giving them a little present to enjoy the trip. The result was the fact that KLM Twitter page has had more than a million visits. How much social networks are influential we can learn from another example of global company (Neftix) which, when announced the change of prices, angered its users, who reacted with more than 82 thousand negative comments on various blogs, Twitter and Facebook, and the result was that the company had lost about 800 thousand users in a few months and two-thirds of its market value.

We are talking about velocity of social networks and its impact on the business. Everything happens faster than ever before. We have to accept that as a way to get closer to our customers, to get in touch with them and engage in a completely different and new ways. However, in order for a company to become a socially present online, it is not enough to hire a few people, give them access to Twitter or Facebook page, but it is necessary to integrate these strategies into the business processes of the entire organization. Companies that embrace social networking technology can certainly expect growth in business and customer satisfaction and increase their income. Adopting these trends and transforming organizations in the social-network operations will enable them to be associated with anything that is important and that leads to the future. In this way, the social revolution will become the largest paradigm shift that we have ever experienced.

4. STRATEGIES ON SOCIAL NETWORKS – FACEBOOK, TWITTER, GOOGLE+, LINKEDIN, YAMMER

Implementation of marketing strategies on social networks is a long-term plan of actions in order to achieve the stated goals of building a quality company presence on the Internet. This



strategy should be a part of the overall marketing strategy of an organization and as such it has a duty to fulfill certain expectations and goals set by management and the organization. How we behave as a company on social networks depends on the discovery and understanding of our target audience, market trends, positioning, competition and many other factors. It is necessary to allocate goals, what makes the company unique in its field, and then work to build awareness of our own brand, product or service, directing visitors, and traffic to the Web site operated using optimizing for specific keywords, campaign work on sites, Internet advertising, partner services, social media and other Web sites.

The research conducted by E-Consultancy and Online Marketing Summit (December 2009, and January 2010 on social media, set aside a few characteristic details that speak of what and how the company is really doing to take advantage of the opportunities of social media. Frequently used social media for business purposes are Facebook, Twitter, LinkedIn and YouTube. Interesting detail of this study is that in terms of business usage of LinkedIn, companies that are in the B2B sector have the priority, which is logical, given that this is the only social media primarily aimed at business users. Of other types of social media in our country, among strategically important are so-called social news services such as the famous Digg.com, and at the local market those are Naslovi.net and Vesti.rs. From the standpoint of the use of social media in the developed world, it is still important to create and maintain company blog, and of other mentioned tactics, we should point out social reviews & ratings tactics.

5. ADVERTISING ON GOOGLE – GOOGLE ADWORDS ADS

"The process started in the sixties of the twentieth century, which cheap international phone calls and e-mails accelerated in recent years, is now forced Google and similar search solutions: Elimination of communication and geography as barriers to trade." [3] Google, the Internet search engine currently is an absolute leader in the global Internet search market with a share of over 77% percent. In order to satisfy its customers and the company, Google has provided the most effective form of advertising on the Internet, the so-called Pay Per Click (PPC) advertising or lease of keywords on search engine. This means that, depending on certain defined keywords or brand, it is possible to lease only certain advertisements when viewing search results related to a given concept.

6. ADVERTISING ON FACEBOOK

As we live in the digital age, every organization or multinational company must make a strong presence on the Internet through online marketing on social networks. Today, the largest social network on the Internet, Facebook is necessarily the place where you have to be present if you do business. Facebook is now much more than a social network and represents the best opportunity for organizations to show their products and services.

Facebook Marketing pros are:

- Facebook.com is a worldwide social network;
- It contains over 1 billion potential users/customers;



- Developing the brand with the help of the fan pages;
- Targeting advertising according to demographics, age, and interests;
- High level of conversion of potential customers;
- The existence of identical platforms that can be used for branding, increase traffic, profit;
- Providing the most efficient customer service to customers;
- Online platform that can be used as an additional store for its own products and services;
- Useful tools for integrated media campaigns

That the Facebook is the right place where you can improve your business, shows the fact that the social network launched Global Pages for brands. This would mean that all that is now globally and locally, i.e. that Global Pages are improving solution to stop global brands. The goal is to create the central site providing brands a unique global identity. This means that brands are able to customize the page layout for each country or region individually, but a search is performing at the global level, the number of likes, People talking about this and check-ins. Users of this site are directed to the IP address of the local site according to the current place of residence. Brands can also divert more countries to the Global page, or the whole region to just one. Posts of the fans around the world are displayed in order of relevance for each region. That mean, when you open a brand page for your country, you will see posts of the people from your country, and then users from overseas, regardless of the time of the posts.

7. YAMMER, ENTERPRISE SOCIAL NETWORK

Yammer, an enterprise social network is a kind of Facebook for businesses. Employees can follow, share, and discuss various things. This business social network has more than 4 million people in 200,000 companies in the world, and as we said, it is like Facebook, only it has a potentially lucrative business model. Yammar has become an integral tool for many beginners, and is also popular with major airlines, so more than 80 percent of companies on the Fortune 500 regularly use the Yammar enterprise social network.

8. THE USE OF SOCIAL NETWORKS IN SERBIA

The survey of business usage of social media in Serbia has shown that companies use social media primarily for quick and easy communication with customers (57%), the second reason stated is to increase visibility and better positioning the organization, products or services (48%). One-third of organizations are using social networking to find new business partners and customers, and to increase sales, as well as the affordable advertising opportunities. Employee attitudes in most cases were positive about the use of social networks for business purposes and are considered to be useful and cost-effective marketing and PR tool for establishing and maintaining contact with clients, customers and consumers, but also for the promotion of the organization. By the number of business users, Facebook is far ahead of others (86.1%), followed by YouTube (56%), Twitter (43.1%), LinkedIn (37.5%), Google+ (19.4%) and Flickr (12.5%). The most common reasons for using social networks in Serbia are to achieve greater



visibility and better positioning the organization, services or products, for easier and faster communication but also for finding new business partners, customers, and to increase sales. The business sector in Serbia begins to recognize and accept the new communication trends and tries to adapt to new opportunities that it may bring. Although the use of social media for business purposes today is inevitable, there are companies that do not intend to use social networks for business purposes, some of them do not consider their business associated with social networks, while some believe that social networks are not serious for the business area they are involved in or there are more effective forms of advertising, and that for that reason they don't want to use this type of communication.

9. RESUME

We can say that today, the presence of social networks is no longer a caprice but an urgent need, an important tool in the modern way of doing business and communicating. "Possibilities of increasing the efficiency of information, influence on their course and management provide a dramatically more powerful and cost convenient services than those required for the production and trade of goods. Information surrounding the product or service is more important than just the product or service. "[5] It is really necessary to inform existing and potential customers on its operations on its activities, achievements, news, stocks, inform them and educate about products or services, in order to understand and realize the advantages over the competition. This is certainly the easiest to do through social networks because of their continuous growth, partly because of the popularity of today's lifestyle in which they play an increasingly important role. This also means that the opening of a profile on a social network in itself is not tricky, but what is important and what should be kept in mind is to constantly maintain quality of the service and especially the communication with the audience that is becoming more demanding. Reputation management and introduction to the brand is a very good goal using social media, and the best use of online advertising in the context of social media strategy is obtained by optimizing types of online promotion.

BIBLIOGRAPHY:

- [1] Courtland L.Bovee, John V.Thill, *Suvremena poslovna komunikacija*, Mate, Zagreb, 2012, ISBN 0138155399
- [2] Borislav Jošanov, *Osnovi elektronskog poslovanja*, Visoka poslovna škola strukovnih studija, Novi Sad, 2009, ISBN 978-86-7203-106-5
- [3] David A.Vise, Mark Melseed, *Priča o Google-u*, V.B.Z.d.o.o., Beograd, 2011, ISBN 978-86-7998-203-2
- [4] Jelena Končar, *Elektronska trgovina*, Ekonomski fakultet, Subotica, 2008, ISBN 978-86-7233-173-8
- [5] Ravi Kalakota&Marcia Robinson, *e-Poslovanje 2.0*, Mate, Zagreb, 2002, ISBN 953-6070-81-2



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- [6] Vesna Lončar, *Social Media kampanje – Kreiranje globalne strategije*, Časopis *Internet ogledalo*, Br.140, Oktobar 2012, ISSN 1821-4169
- [7] Stanković Milan, Veljković Vidimir: SOCIAL COMPUTER NETWORKS – IT AND SOCIOLOGICAL PHENOMENON. *International Journal of economics and law*, Vol. 2, No. 6, December 2012, Novi Sad, p.
- [8] <http://www.bizlife.rs> 27.01.2013
- [9] <http://www.digitalizuj.me> 06.10.2013
- [10] <http://www.draganvaragic.com> 06.01.2013
- [11] <http://www.ebizmags.com/> 05.10.2013
- [12] <http://www.economy.rs/> 27.01.2013
- [13] <http://www.linkedin.com> 27.01.2013
- [14] <http://marketingmreza.com> 07.10.2013
- [15] <https://www.yammer.com/> 27.01.2013
- [16] <http://en.wikipedia.org> 27.01.2013
- [17] <http://www.poslovni.hr> 27.01.2013



INSURING AND FINANCING OF EXPORT CREDITS IN THE REPUBLIC OF MACEDONIA

Petrusheva Nada¹, Nikolovski Aleksandar²

¹ FON University, Faculty of Economics, Skopje, R.MACEDONIA,
natka.petrusheva@fon.edu.mk

² FON University, Faculty of Economics, Skopje, R.MACEDONIA,
aleksandar.nikolovski@fon.edu.mk,

Abstract

The existence of corresponding credit risk insurance present in export credit is a placed condition in realizing export financing. Taken into consideration that international trade transactions are processed in many complicated conditions than those present on the domestic market, success in trade transactions means security and the protection from credit risks can only be achieved through the insurance institute.

Main winnings from the export credit insurance are the secure demand payment, increase in export competition, new market involvement and, the possibility of the policy to be used as collateral in commercial banks. Essentially, the main point in export credit and insurance is to meet the importer's demand, without jeopardizing or exposing in danger the exporter's financial goals.

Keywords: *export credit, credit risks, commercial risks, noncommercial risks, insurance of export credit.*

Financial institutions responsible for the financing and insurance of export credits are Export Credit Agencies. They can be state owned, private or with a mixed capital, whereby the state agencies can be organized as government agencies, departments of Central Bank, specialized banks, export-import banks etc [1]. Different countries in the world have different specialty and organization of Export Credit Agencies that conduct their activities of financing and insurance of export credits. Therefore, in the developed countries there are usually two institutions for the support of export, one of which is responsible for financing and the other for insurance of export credit and issuing export warranties, which even though at the beginning they were founded as state, today most of them are private property. In the developed countries the private capital, that in the beginning of the 90's in the 20th century starting penetrating the short-term insuring of export credits from commercial and noncommercial risks more and more, is a competitor to the export credit agencies.



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....
LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

In the developing countries, there is usually one financial institution – Export Credit Agency, which conducts both the financing and insurance of export credits. Also, it should be mentioned that in the developing countries there is almost no private market for insurance of export credits. Whereby in the developing countries, the Export Credit Agencies are organized as one institution that both finances and insures the export credits, it plans and manages, in a rational manner, the funds and state assets intended for promoting national export [2]. Because the Export Credit Agencies in the developing countries do not have big financial capacity and potential for accepting all credit risks, very often they make the reinsurance with famous and renowned Export Credit Agencies in the world. Such is the case of Macedonian Bank for Development Promotion – MBDP which has contract for reinsurance and within its frames it insures the export credits against credit risks.

In the Republic of Macedonia the financing and insurance of export credits is conducted by one institution, the Macedonian Bank for Development Promotion-MBDP. However, even despite all advantages that the insurance of export credits gives, according to the data of MBDP the insured Macedonian export does not exceed 1% from the total Macedonian export. Contrary to the Macedonian exporters, their business partners in the countries from the region and Europe insure their export significantly more. For example, the Slovenian Export and Development Bank (SID Bank) annually insures around 20% from the Slovenian export, the Croatian Bank for Reconstruction and Development insures around 7% from the Croatian export, and the Serbian SMECA insures around 15% of the Serbian export, and additional 13,3% are supported by the second Serbian institution for insurance and financing of the export- AOFI.

The Macedonian Bank for Development Promotion is organized according to the model of the development bank which is promoted by the German Development Bank (KfW)¹ and which represents a dominant model in Europe, proven as a successful in almost all countries in central and eastern Europe.

The mission of the Macedonian Bank for Development Promotion is to support the development of the Macedonian companies through insuring means from financial sources and promotion of the Macedonian export. The basic task of the Bank is to promote the development through financing investments of small and middle enterprises, support of the source and providing credits and donations from abroad and in 2001 MBDP introduced the trade credit insurance and with it took over the role of the national Export Credit Agency. According to the Law on Establishing of MBDP², the Status, the Credit Policy, the Policy for Promotion of export and other business acts, MBDP fulfils the following activities:

¹ The first promotion bank in the world is the German development bank (Kreditanstalt Fur Wiederaufbau-KfW) formed in 1948 with a seat in Frankfurt. The promotion banks from the develop countries are the Japan Development Bank and the Korean Development Bank, and from the countries in CEE: the Hungarian investment and development bank, the Bank for the development of Lithuania, OPTIVA- Bank for development of Estonia and the Croatian bank for Reconstruction and Development.

² Macedonian Bank for Development Promotion AD Skopje is the only development bank in the Republic of Macedonia founded with a special Law on Establishing the Macedonian Bank for Development Promotion on May 21st, 1998 (Official Gazette of RM No. 24/98, 6/2000, 109/2005 and 130/2008). In 2009, a new Law on MBDP was adopted (Official Gazette of R.M. No. 105/2009) aimed at improvement of the Bank position and the specific role MBDP has as a development bank in the banking industry and in the economy of the Republic of Macedonia.



- Financing of the production aimed at export with credits approved for identified inflows of export,
- Financing for starting of work and development of small and middle trade companies, through middle-term and long-term credits,
- Insuring and reinsuring of identified inflows of export against commercial risks, on short term,
- Managing and administration of foreign credit and donation programs.

The Macedonian Bank for Development Promotion, since the beginning of the 2001 started insuring the export demands against commercial and political risks. A fund has been set aside by the state which is managed by the bank, and which is intended for insuring against political risks. MBPR insures the short-term export credits against commercial risks on a commercial base, by reinsuring the private sector. With the insurance policy of short-term export credits against commercial risks, the insurer, for a specific insurance premium, accepts the responsibility to compensate the damage originated from the insured persons' inability (the seller- exporter) to claim his demands from the foreign buyer. The subject of insurance is export credits with a collection period for the demands of 180 to 360 days, against the following commercial risks [3]:

- insolvency of the foreign buyer- bankruptcy, special type of executive procedure according to which from the property of the company (the foreign buyer) all creditors are settled, i.e. the debtors' liabilities are paid.
- suggested nonfulfilment of the liabilities- when the debtor (the foreign buyer) does not fulfil its obligations for a longer period, i.e. does not settle the debt (the demands) in the extended deadline as of the day of the submission of the demand.

The policy for export insurance against commercial risks on short-term, covers a portfolio of buyers or single transactions and MBDP pays a compensation of 90% of the amount of unsettled demands within the frames of the approved credit limit for the insurance. The insured persons request a credit limit for each buyer in the amount that is approximately equal to the maximal amount of the open unclaimed demands of the buyer. For the purpose of reducing the risk in its working and in interest of solvency, the Macedonian Bank of Development Promotion executes the activities of commercial insurance on the grounds of the concluded contract for reinsurance with a specific national export credit agency- member of the Berne Union, before it starts concluding insurance contracts with the potential insured persons. With the purpose of broadening the scope of insurance in respect of risks, MBDP includes in the insurance also the non-commercial risks through contracts of optional insurance and reinsurance in investments with high creditworthiness and rating in the field of insurance and credit risks.

The Macedonian Bank of Development Promotion issues policies for insurance of export transactions whose values is not lower than 5.000 Euros, and the maximal amount of the insurance of single foreign buyer is not over 3.000.000 Euros. These limitations of the insurance value are aimed at rightful allocation of the support of the export; however the bank can retreat from the prescribed values in specific individual cases, i.e. when the source of specific products is strategically significant for the country. Therefore, the bank can make an agreement for insurance of the export credit with an amount lower than the prescribed minimum or not higher than the established maximum amount. In respect of the coverage percentage of



the export credit, the bank shall cover, i.e. will compensate 85% to 100% of the damage, which is the result of commercial and non-commercial risks. The amount of the damage will depend on the reinsurance contracts, and the disbursement of damage will proceed according to the established procedure of the reinsurer [4]. The premiums that MBDP is claiming from the insured persons, the exporters are defined according to the tariff which is applied for insuring against commercial and non-commercial risks, established and accepted by the reinsurers. If the processing of the individual requests for insurance demands additional activities, such as establishing of the credit rating, analysis of the financial reports from independent financial institutions etc., the provision will increase proportionally to the increase of the expenses for the processing of the insurance request. The methodology for determining the premium rates is appropriate to the methodologies used by the Export Credit Agencies, members of the Berne Union [5]. The criteria that the domestic economic entities have to fulfil, in order to use the insurance offered by the MBDP are:

- to be registered in the trade registry of the Republic of Macedonia,
- the goods that are subject of the export should have a domestic origin, according to the dominant criteria for defining origin or accepted by the reinsurer,
- the entity shall not engage in activities that the MBDP has excluded in compliance with the credit policy,
- the entity has a concluded sales agreement for goods or services with foreign buyers.

The Macedonian Bank for Development Promotion during the fulfilment of the activities in respect of the insurance of short-term export credits against commercial and non-commercial risks applies³ and follows the General requirements for insurance in compliance with the reinsurance contracts. The insurance policy against commercial and non-commercial risks of the Macedonian Bank for Development Promotion is based on:

- the basic concept of the macroeconomic policy and interests of the Macedonian exporters for the presence on the permanent markets and conquering new markets,
- insuring long-term investments and investment activities of the Macedonian businessmen, as well as insuring investments and direct foreign investment in the Republic of Macedonia in cooperation with the World Bank and MIGA.
- cooperation with the competent ministries, diplomatic representatives in the Republic of Macedonia with other countries, cooperation with the National Bank of the Republic of Macedonia and the Economic Chamber of Macedonia, for establishing and monitoring of the existing markets and gradual introduction to new markets that interesting for the Macedonian exporters.

MBDP should offer the Macedonian market more specialised policies, guided by the practical needs of the exporters and the financial institutions in our country. The current position of MBDP according to which, and on the grounds of the former reinsurance contract with a renowned export credit agency, it accepts the credit risks in the insurance, can be improved significantly. By studying the national export credit insurance systems of other countries, MBDP can use the experience and follow the example of specific Export Credit Agencies in respect of the policies that they are offering to their exporters.

³ In its operation, the MBDP applies the rules and agreements of the Berne Union (for example, defining of export goods and services, start of the insurance, period of insurance etc.), as well as rules of OECD (duration of export credits, minimal premium rates, insurance deadlines etc.), of the European Union and MIGA.



Good example is also the Czech Export Credit Agency EGAP [6], which offers several types of policies, especially useful are:

"Policy E"- Insurance of bank attested documented letter of credit. This policy covers the commercial and political risks that can lead to partial and total nonpayment according to the requirements of the documented letter of credit, with which the bank – confirmer of the letters of credit can bear loses. In the insurance with policy E, the role of insured party can be taken by the bank that confirms the documented letters of credit, and the insurance premium is usually paid in advance in the full amount.

"Policy D"- Insurance of buyer's export credits against risks of nonpayment of debt. This insurance covers the credits approved by the bank of the exporter of the foreign buyer or the bank of the buyer, for a period longer than a year. This type of insurance protects the banks or the other financial institutions against risk of nonpayment of debt by the foreign buyer or his bank. The insurance Policy D is always prepared on an individual base by respecting the specific characteristics that related to the export activity.

"Policy V"- Insurance against risks of breaching the export contract, because of the importer's fault. By insuring the production risk, the exporter is protected against loses (production costs) that can come as a result of the termination of the export contract because importer's fault, before the goods are delivered or because of the political, financial and macroeconomic situation in the country of the importer. The Policy V is always formulated on individual grounds, taking in consideration the specific characteristics of the export contract. The insurance premium is paid in advance, in one installment. The insured party is the manufacturer i.e. the exporter of the goods, but in case when with the insurance policy, the right of compensation is transferred in favor of a third person (usually the bank that finances the manufacturer), the damage compensation is paid to the specified person.

"Policy Bf"- Insurance of short-term export credits of the seller, financed by the bank. Insured risks are the risk of nonpayment of the claim because of political and commercial risks, and the insured party is the bank. The insurance contract issued by the Export Credit Agency should be signed by the insurer, the insured party and the exporter. The exporter with his signature obligates himself to compensate every damage that the insured party is to suffer because of the payment of reimbursement to the bank, in case the obligations are not fulfilled because of his fault. The insurance premium is usually paid in advance, in one amount.

Additionally to the listed policies of the Czech Export Credit Agency EGAP, also good examples are the specific policies of the Hungarian Export Credit Agency MEHIB [6]:

"Policy CF"- Insurance of unsettled claims of the factor. Through this policy, the bought debts are insured by the factoring companies and the financial institutions with a maximum credit period of 360 days. The insurance is against commercial risks, such as insolvency and delayed payment, also additional insurance against political risks can be offered. With the Policy CF the whole amount of claims bought off by the factor is covered.

"Policy G"- Insurance of the production risks. This policy covers the risks in the period before the delivery of goods, i.e. during their production. The policy is issued for short-term and long-term export transactions and serves as a warranty for the banks, in cases where they finance the production intended for export. The insurer, on the grounds of the Policy G, is obliged to compensate the damage in case the agreed export sales are not fulfilled.



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

The Polish export credit agency KUKE offers a policy which insures the costs connected to the market research and it is available to the domestic entrepreneurs, which plan to start or develop the export of domestic goods or services. The insurance insures against failure in the process of concluding export contracts with the trade partners of foreign markets, whereby KUKE covers 65% of the achieved costs. A similar insurance program has the OeKB from Austria, which offers insurance for conquering new markets, and with the policy the export promotional activities of small and medium enterprises on the markets outside of EU can be covered. The insurance is limited to 346.000 Euros pro activity, and the coverage percentage is limited to 65%. The insured party shall be reimbursed if the expected growth of the export on the whole market is achieved.

Having in mind that the exporter in Macedonia have a poor knowledge of this protection instrument for their foreign exchange claims (the export credits), it is necessary for a specific policy to be offered, through which specific interested parties will very easily recognize their interest in appropriate protection against credit risks. In the future MBDP should offer support through the issuing of policies, not just for the exporters, but also for other financial institutions that participate in the implementation of one export transaction.

Additionally to insuring export credits, MBDP has the task of providing favourable and long-term financing sources from domestic and international sources (such as the World Bank and the European Bank for Reconstruction and Development), and the secured assets are later placed through commercial banks that execute the whole credit process, they take the credit risks and realise the credit. It is important to emphasise that the financial products of MBDP are offered according to the market conditions, and are realised through commercial banks in the Republic of Macedonia. The banks involved in the realisation of the projects of MBDP receive a status of “banks- participants in the MBDP programs” and through a framework agreement they define the mutual rights and obligations. By following the basic principles of the development banks, MBDP only supplements the offers and services of the commercial banks in the Republic of Macedonia in those areas that they are not interested in being involved. In order to have an approach on the international markets of capital and credits under favourable conditions, MBDP should respect the international rules for working of the promotional and development banks in the world. Also the Law on Establishing of MBD determines that the approval of projects will be conducted according to international principles of free trade and competition, as well as the rules of the World Trade Organisation.

The programs of MBRD for financing the export are represented through the following financial products [7]:

- export credit financing – working capital for pre-shipment export finance and working capital for bridging the period between export and collection of payment from the foreign buyer;
- credit support to SMEs – permanent working capital and investment financing from various fund sources: ICL-Revolving, MBDP, EIB-Revolving, EIB-50 million euros, EIB-100 million euros;
- credit support to agriculture and agroindustry – primary production, processing and export – through commercial banks or directly through MBDP;



- micro financing – micro and small scale enterprises, individual entrepreneurs, handicraft shops, private merchants, market counters, and other micro and small scale entities;
- financing energy projects – energy efficiency and renewable energy sources;
- loans for reducing unemployment – creation and preservation of jobs and self-employment financing;
- loans for accommodation facilities – micro, small and medium-sized enterprises, with registered office in the Republic of Macedonia, for purchasing, building and adaptation of small accommodation facilities not exceeding 70 beds and having up to 3 stars standard.

These credits are mainly approved in order to strengthen the competitive position of the exporters, especially the net exporters. The potential users of assets from the credit programs of MBDP from domestic asset sources are:

- For the export credits – the trade companies that are oriented toward export, which show solid results in the working, which have concluded contracts for export and which are privately owned with over 51% and have a net foreign exchange effect in the export;
- For investment credits – the small and medium enterprises, which have a short business history or are newly founded, show solid results in working and are privately owned with over 51%.

The potential users of the credit program assets of MBDP provided by foreign sources are mainly the small and medium trade companies. In principle, the financial support is primarily intended for trade companies which provide higher degree of finalisation, technological innovations and development, new work places that are competitive with the domestic and foreign market, export oriented trade companies or trade companies that reduce the import dependency.

The efficiency of MBDP in specific programs can be improved and therefore it is necessary to introduce new programs or modifications of the existing, according to the claims of the business community, by using the positive experiences of the countries that are the closest to our country's level of development. Additionally, in the next period the government must work on recapitalization of Macedonian Bank for Development Promotion, which will increase its authority, whereby they are considering the possibility for the bank to have authorization for project investments, insurance of middle and long-term claims, as well for direct financing without using the business banks as mediators. The possibility for the bank to directly allocate the assets to the final users – exporters, would mean assets with lower interest rates, as well as simplification of the procedure for approval of assets.

CONCLUSION

The insurance of export credits is very important, i.e. it is an essential component of the system for export crediting, because without an appropriate insurance against commercial and non-commercial risks, the creditors are not prepared and do not accept to finance the sales of credit goods. Coming from the need to support the exporter of our country, MBDP should



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

offer the Macedonian market more specialised policies, guided by the practical needs of the exporters and the financial institutions in our country. The current position of MBDP according to which, and on the grounds of the former reinsurance contract with a renowned Export Credit Agency, it accepts the credit risks in the insurance, can be improved significantly. By studying the national export credit insurance systems of other countries, MBDP can use the experience and follow the example of specific export credit agencies in respect of the policies that they are offering to their exporters.

Also, the exporters from the Republic of Macedonia think that the export of the country is not appropriately handled and followed by the state and private finance institutions. They demand that adequate forms of financial support to be found, especially for the big business deals, for which the offer of the business sector is very small. According to them the state should redefine the role of the MBDP and make it a serious partner to the export business entities. The exporters of MBDP expect to receive a support through middle-term and long-term financing of export credits, because the commercial banks usually approve the short-term assets and with relatively high interest rates.

REFERENCES

- [1] Gianturco, E. D.: *Export Credit Agencies – The unsung giants of international trade and finance*. Westport, CT, USA: Quorum Books, 2001. pp. 63-79. ISBN 1-56720-429-5
- [2] Nikolovski, A & Petrusheva, N.: *Ekonomika na osiguruvanje*. Skopje: FON Univerzitet, 2011. pp. 248-255. ISBN 978-608-4506-29-4
- [3] *The promotion policy of the export of the Macedonian Bank for Development Promotion* <http://www.mbdp.com.mk>.
- [4] *The Arrangement on Guidelines for Officially Supported Export Credits*. Washington, DC: OECD, 1998
- [5] *Berne Union Agreements, Understandings and Obligations in the Export Credit Insurance Field*. London: Berne Union, 1989
- [6] *Export Credit Financing Systems in OECD Member Countries and non-member economies*. Paris: OECD, 2006
- [7] <http://www.mbdp.com.mk>



THE CONCEPT OF CONTEMPORARY BUSINESS SYSTEMS MANAGEMENT

Prokopović Bratislav B., Seizović Zoran D., Prokopović Tatjana S.
Business High School, Niš, Serbia

Abstract: *In this paper we examine contemporary management of business systems, especially focusing on the importance of management information system. We are doing this because of the fact that without either of these two phenomena accurate, timely and reliable information is impossible to gather. Closely related to this is the question of contemporary decision making, which we will also discuss in this paper.*

Key words: *Management, business systems, management information system*

1. INTRODUCTION

A person is the key factor in the decision making process and they are always exposed to uncertainties, usually due to the lack of timely, accurate and reliable information. Nowadays the processes and systems that are managed are more complex, their interaction with the subsystems is less determined. At the same time, the uncertainty of their interaction with the environment is greater, in other words nowadays business is carried out in an environment of greater uncertainty. To reduce the level of entropy and to create the assumptions for efficient and rational management and decision making, is a problem which can be solved by projections and creation of valid management information system (MIS), which would take care of: gathering, memorizing, processing and providing relevant information, all in connection with making meaningful and productive decisions. In this paper we will discuss contemporary directions of development of MIS and we stress out its importance and influence on business systems management.

2. BUSINESS SYSTEMS MANAGEMENT

It is widely known that there is no generally accepted definition of the term 'management'. So, some authors take it to mean the process of turning information into action, while others take it to mean influencing the system in order to preserve the existing condition of the system, or transforming the system from one state to another. The greatest number of different



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

definitions of management boils down to common pointing out of significant characteristics, i.e. that it is meaningfully directed towards a goal, that it is informational and that it is realized according to the scheme of "back coupling and that it is characterized by the decrease of entropy and aspiration towards the optimization of processes within the system, which largely benefits its development (1, pg 316).

Primarily this is about managing business systems, and because of that the brief presentation about some basic managing functions will be about managing an organization. Here we take an organization to be an open system in constant interaction with the environment from which it receives "inputs" (material, information, energy, people...) and transforms them into "outputs" (products/services). Basic task of management is to transform the "inputs" within the organization in an efficient way, in order to produce the output of that particular organization. Management realizes this task through its basic functions, some of which are planning, organizing, leading and control.

Planning implies rational decisions about which goals to pursue, strategies, policies, programs and actions in order to achieve those goals, and its basic purpose is to make goal achievement easier. It contributes by neutralizing uncertainties and future problems, by focusing the attention to the goals of the organization, reducing the cost of achieving goals by choosing consistent, instrumental and efficient operations, as well as by facilitating control.

Rational planning contributes to efficient and economic goal achievement (as well as realizing purpose) of the organization, i.e. its efficient functioning. The basic function of managing is organizing. *Organizing* includes establishing expedient role structure, through determining activities necessary for achieving the goals of the organization and its parts, grouping those activities, delegation of authority for its performance and providing the coordination of authorities and information connections both vertically and horizontally in the organizational structure.

Nowadays in modern scientific understanding of organization, the belief which dominates is the one that organizational structure will be that much more efficient if it reflects the classification of tasks and activities. Business and activities of a particular organization have to be shaped and grouped so that achieving the goals of the organization is contributed to with the greatest possible effectiveness.

The very process of management is imbued with *communication*, which integrates the functions of managing, coordinates the working process within and between organizational units and connects the organization to the environment. Lack of communication (information transfer) is reflected in bad management.

Formal communication is exhausted by transfer of statements, which are considered to be official within the organization, from the sender to the receiver, so that the receiver is able to understand them. By communicating various activities are unified such as organization, behavior is modified and adjusted, changes are carried out, information is made efficient and the goals of the organization are realized. The process of communication is a necessary clause of the group activity, there is no coordination. The aim of communication is to ensure, by integrating the functions of management, functioning within the organization and to link the organization to the environment.

Control implies managing function of measuring, i.e. evaluation of achievements (according to the standards of the plan), in order to correct the activity and realize plans, i.e. achieve goals



of the organization. The process of control enables gathering information about the progress from the standpoint of the plan, discovery of where the plan was disregarded and the measurement by how much, as well as suggesting corrective actions. Managing is characterized by decision making and any managing function is inconceivable without decision making.

Infiltration of managing in various areas of human activity and an obvious transfer from managing of simple to managing more and more complex systems and processes demands establishing criteria for the more detailed and versatile estimate of its effectiveness. Here we will mention only one interesting attempt to estimate the effectiveness of business systems management with more versatility.

If we start with the factors of functional structure of each, including managerial activity: need – motive – objective – goal – object – environmental conditions – means – plan – operations – result – control – estimate and the like, V.G. Afanasev and A.D. Ursul represent the notion of managerial effectiveness, which can symbolically be represented as follows (3):

$$E = G/N \times R/G \times R/C,$$

where: E – effectiveness; N – need; G – goal; R – result and C – cost.

With this approach the compliance of managerial goals with real needs is present, as well as the relationship between achieved goal and presented goal, and of course, the relationship between the result and cost.

3. INFORMATION SYSTEMS AND BUSINESS SYSTEMS MANAGEMENT

Essentially, business systems management includes following activities: determining business politics of the system, defining optimal elements of systems' development – plans, harmonization of potentials and resources of the business system – organization and establishment of time and measuring points of systems' control.

Realizing all these activities should be based on timely, accurate and reliable information, which should enable adequately projected and realized management information system (MIS).

Connections between information system and management can be noticed, in their entirety, from the scheme of the cybernetic system, which can be called cybernetic if it's: open, dynamic, pairable, self-managing and self-learning. Almost all business systems or institutions can rightly be said to possess the characteristics of cybernetic systems.

The structure of a cybernetic system includes a system that manages and a system that is managed. A system that is managed transforms inputs into appropriate outputs. Its condition, behavior and development are monitored and controlled and harmonized with adopted plans and business policies. Management system consists of: system for making managerial decisions, information and executive system.

The task of the information system is to gather and process data about the state and behavior of the managed system, as well as data from the environment. All the processed data and information are, in appropriate form, passed through to the decision making system, which



compares the values of parameters of real and desired state and behaviors of managed system, so that based on the analysis it can be learned whether the managed system realizes the development within the set limits. In accordance to the conclusions decisions are made, which the executive system will operatively elaborate and directed towards the managed system whose development and functioning is managed. How the managed system reacts to the managing actions is gathered by the information system and passes that information to the managing body. Great significance and the role of information system for making managerial decisions is not necessary to prove, but the fact that the structure and design of information system, the way that it is projected and built, on one hand, and the level of knowledge of the factors in the managing body, directly determine the appropriateness and effectiveness of managing decisions, and with that the level of business system success, on the other hand, should be pointed out. This all clearly demonstrates the significance of information system of an enterprise.

4. INFORMATION CRISIS

The importance of information for managing is undeniable and is accepted as fact both in complex forms and structures of managerial systems, and in lower level of complexity system structures. With that in mind it is understandable why efforts are made, above all, in the developed world to build such a system of information which will enable more effective managing and decision making, and with that stronger progress. Nowadays, the material (money, computers, software), human (highly educated staff) and scientific potential of the world engaged in gathering, processing, memorizing and presenting various types of information and data, is enormous. All those are directed towards the end user, of both strategic and tactical, but also operational managing and decision making. Often, however, bad managing and decision making is justified by lack of information and there are those who point to the information crisis in contemporary conditions of doing business and working, when we take into consideration the following data: 2/3 of scientific and technical knowledge and 90% of available scientific and technical information was created in the XX century, publishing production encompasses 300.000 books a year, and yearly influx of new scientific and technological information is 10.000 (3).

We should also bear in mind the development indicators in the West, about how average engineer spends 40% of their time searching for necessary information and that even with all that time spent they can only keep track of 1% of the new knowledge. Scientist spends more than half their working hours searching for scientific and technological information. It points to the fact that the problem of information crisis is manifested through the contradictions between limited possibilities of a person to perceive necessary information in the conditions when they are just bombarded by their various types and content, and the need is imposed to select a certain number of information that will, in scale, shape and content be in accord with the informational needs of managerial factors. It is said that this problem can be solved by classical information systems, which only gather, process and present the information and that the upgrade of all the systems used up until now should be carried out, with DSS (*Decision support system*) in mind.



5. MANAGEMENT INFORMATION SYSTEMS (MIS)

The dominant notion is that electronic processing of data has greatly evolved from management information systems into systems of support for the decision making and expert systems. Here we will concisely present the essence of these categories and point to their role in contemporary support to managing processes. However, we should previously stress out that there is no agreement among authors about the definitions of the following terms: management information system, decision making support system and expert system.

Stoner and Wankel define *management information system* (MIS) as a formal method which provides management with accurate and timely information, necessary for facilitation of decision making process and enabling that planning, control and operational functions are effectively carried out. They also point out that the expression "formal" does not represent denial of the significance of informal lines of communication.

There are however, notions that decision making support systems are a class of subsystems of management information system, and distinct example for this is the notion represented by G.B. Davis and M.H. Olson, who generally define management information system as an integrated system of providing information for the support of managerial actions and decision making functions within an enterprise, which uses: computer hardware and software, manual procedures, models for planning, controlling and decision making, as well as data base. These authors stress out that the term "integrated" in this case does not represent unified, monolith structure, but that those are the parts contained within a general system design. To this effect, functional subsystems of management information system can develop separately in accordance with the general plan, and different users can use them in different ways (3).

Above quoted authors point out that the decision making support system is just a "class of applications of management information system. *Decision making support system* helps and supports decision maker during the decision making process, but it does not replace them in recognition, assessment, heuristic functions, simply it does not make decision making automatic, and because of that it is considered that decision making support systems increase effectiveness, rather than efficiency of decision making.

An extremely important characteristic of decision making support systems is that it's based on a computer, and interactive decision making process is enabled by a dialogue of decision maker and decision making support system.

It is said that the decision making support system is especially good with processes of half-structured decision making, and even, it is pointed out with unusual, unstructured, unique, ad hoc situations, where some of the aspects of decision making are systematized for the computer, but the decision maker oversees the entire process.

Extremely important characteristic of decision making support system is that the decision maker can use it directly and with great ease even when they are not computer experts. These systems use models and analytical techniques, and at the same time they provide easy access to information, with the possibility to choose the form of the presentation. Anyway, a characteristic which is considered useful characteristics of decision making support systems is also their ability to change easily.

Basic advantage of decision support system (DSS) when compared to the classic IS is that the latter present processed data as immense columns which the user has to analyze in order



to reach the efficient data. DSS in its structure, among other components, has model base (econometric, mathematical, statistical) which takes over the processed data from the computer and subjects them to the logics of mentioned models, and the result is information which can immediately be transformed into managerial action.

According to some notions, expert systems can be understood as special case within the decision support system, while according to others they are a new step in an evolutionary ladder of management information systems (MIS).

E. Feigenbaum points out that expert system is an intelligent computer program, which uses procedures of decision making in order to solve difficult problems.

Expert systems, as an expression, nowadays are used with several different meanings, and the fact that those were created by having known experts in a certain field interviewed and their knowledge accepted. Considering that recently by using the technique "knowledge engineering" systems were built that contain information which is highly usable in difficult decision making situations, but that information wasn't retrieved from people-experts, justifiably, the term used nowadays is "systems of knowledge".

P. Harmon and D. Kruk point out that the "systems of knowledge" (computer programs which use knowledge and procedures of inference when solving difficult problems), unlike expert systems developed to solve less difficult problems, and not complex problems that require people expertise.

The very expression expert systems is most often applied and applies to programs which use knowledge in order to simulate the behavior of person-expert, and in fact their functioning has some characteristics of person expert behavior, one who has large amount of specialized knowledge and information – including some rare facts – necessary for solving specific problems in a specific area. Apart from that, it has some predominantly personal rules of witty reasoning and speculation, which enables it to carry out efficient analysis and successfully and quickly solve those problems. Expert system has the power to learn from experience, to gather general knowledge, reconceptualize, reason according to the analogy of knowledge transfer from one area to another, it has the flexibility in order to find the best approach for solving the given problem etc.

I. Stoner and C. Wankel agree with the notion that expert systems will replace DSS in the near future and that consequently, decision maker will no longer develop alternatives based on information gathered from the decision support system, but will evaluate recommended alternatives offered and explained by an expert system, especially when the decision making process is extremely complex, with many interdependent factors.

6. CONCLUSION

Finally, we wish to stress out that in our environment management system relies on information generated by the classical information system. Developments of DSS and expert systems in relatively developed enterprises are rare yet extremely important, and their experience shows that management information system (MIS) has transformed, by its concept, management into the new, more efficient, faster management and decision system. Clearly, built that way, the new management system asked from its subjects to conquer new knowledge. It is



quite understandable considering that contemporary conditions of business system management need the known combination of the three elements: INFORMATION – KNOWLEDGE – MANAGEMENT.

BIBLIOGRAPHY:

- [1] Borivoje B. Prokopović; Savremeni privredni sistemi (3. Izdanje), Proinkom, Beograd, 2007.
- [2] Davis, G.B. i Olson M.H; Menagement Information Systems – conceptual foundatrans, structure and development Mc Graw-Hill, New York 1985.
- [3] Živan Ristić, Neđo Balabana: Đurković Jovica; „Informacioni sistemi, odlučivanje i upravljanje“, Zbornik radova, ekonomika i izgradnja informacionih sistema, Neum 1989.
- [4] Života Radisavljević; Menadžment znanja, Privredna akademija, N. Sad, 2007.
- [5] Jovica Đurković; Informacioni sistem u upravljanju razvojem nauke doktorska disertacija, 1989.
- [6] Stoner, J.A.F. i Wankel C; Menagement Engl. Cliffs, NJ. 1986.



НА ПУТИ К ОБЩЕЙ ТЕОРИИ КОНКУРЕНЦИИ И КОНКУРЕНТОСПОСОБНОСТИ

Пунгин Илья В.

Сыктывкарский филиал федерального государственного бюджетного
образовательного учреждения высшего профессионального образования
«Санкт-Петербургский государственный университет сервиса и экономики»
(Сыктывкарский филиал ФГБОУ ВПО «СПбГУСЭ»), г. Сыктывкар,
Республика Коми, РФ, ilya@punhin.ru

Аннотация: на основе обобщения существующих методик оценки конкурентоспособности объектов различных уровней (от товара и предприятия до экономики в целом) и способов её оценки предложена универсальная методика оценки конкурентоспособности любого объекта, имеющего место на рынке, а также показана возможность межуровневой конкуренции — например, между конкретной моделью товара и обобщённой, неконкретизированной потребностью.

Ключевые слова: конкуренция, конкурентоспособность, потребности, локальная и глобальная конкуренция.

1. ВВЕДЕНИЕ

Конкуренция — это прежде всего отношения между производителями, стремящимися занять более выгодную рыночную позицию, желающими быть более успешными по сравнению с другими (конкурентами), иметь доступ к тем ресурсам, которые будут способствовать такую позицию. В ходе конкурентной борьбы товар — лишь средство, не более того.

2. КОНКУРЕНЦИЯ И КОНКУРЕНТОСПОСОБНОСТЬ

В 2006 году в журнале «Стратегия и конкурентоспособность» была опубликована статья «Глобальный рынок не для нас» [1], в которой были описаны некоторые результаты опроса руководителей более тысячи крупных и средних предприятий обрабатывающей промышленности с численностью 100 — 1000 человек из 49 регионов.



В статье было указано, что «предприятия всячески избегают конкуренции, работая в привычной нише и не стремясь достигнуть большего». «Половина предприятий не считают своими конкурентами зарубежных производителей — они ориентированы только на внутренний или ещё более узкий региональный рынок: более 30% компаний сбывают большую часть своей продукции потребителям своего же региона... Примерно 40% предприятий убеждены, что они серьезно не конкурируют ни с кем. Многие из этих фирм работают в узких рыночных нишах, которые или имеют высокие барьеры для входа, или просто неинтересны для более крупных компаний.» Эти предприятия «не выходят за рамки своего региона, потому что у них нет желания и ресурсов для продвижения». У таких предприятий «более низкая рентабельность и они менее интересны инвесторам, а соответственно, у них меньше шансов привлечь средства на развитие».

Эта короткая заметка, всего на одну страницу, стала ключом к осмыслению сути конкуренции: конкуренция существует в конкретных пространственно-временных рамках, имеет масштаб, определяемый прежде всего физической доступностью в конкретном месте того или иного товара (нет товара, нет и конкуренции!). Именно поэтому: беспочвенно говорить о существовании «абсолютной» конкурентоспособности, которую было бы возможно выразить единым (комплексным, интегральным или ещё каким-либо иным) показателем;

регулярно терпят крах попытки построения многофакторных отраслевых систем, рейтинговых оценок конкурентоспособности для множества предприятий сразу: во-первых, множество факторов конфликтуют друг с другом, а их система чаще всего представляет собой «лестницу вверх, ведущую вниз», во-вторых, в конечном итоге они, будучи точными, совершенно бесполезны, поскольку не дают ответов на вопрос «что делать?» (что нужно предпринять, чтобы повысить конкурентоспособность, победить в конкуренции?);

конкурентоспособность одного и того же товара не может быть константой, поскольку может быть измерена в разных «системах координат» и зависит от применяемой «системы координат»: конкурентоспособность конкретного товара может быть абсолютной в конкретном магазине, преобладающей в конкретном районе, где этот магазин расположен, незначительной в рамках региона (например, в масштабах области или города) и полностью отсутствующей в более широких рамках (страны или группы стран, в рамках мира).

Долгое время считалось, что конкурентоспособность или есть или нет, в духе «или всё, или ничего». Возможно, причиной этому был уровень развития экономического мышления, не допускавшего ни иных способов измерения конкурентоспособности кроме «выиграл — проиграл», ни конкуренции в духе «выиграл — выиграл». Сам язык публикаций, посвященных конкурентоспособности, ориентирует на «победу» (и предполагает наличие побежденных), хотя задача конкуренции с позиции цивилизационного подхода — не в уничтожении более слабых, а во возвращении наиболее сильных, в разработке новых, более эффективных и жизнеспособных моделей.

Анализ публикаций, посвященных проблеме определения уровня конкурентоспособности, показал, что подавляющее их большинство предлагает собственную систему показателей, эффективность которой порой является спорной даже для той ситуации,



для которой эта система построена. Кроме того, конкурентоспособность предстает перед нами как слоёный пирог, в котором каждый уровень (товар, фирма, отрасль, регион) предстает изолировано и не зависит от других уровней, хотя в экономической теории хорошо проработаны разделы, посвященные потребительскому поведению и проблеме субституции (по сути дела — непрямой конкуренции). Одни исследователи детально проанализировали факторы, определяющие конкурентоспособность товара, другие — проработали разделы, касающиеся конкурентоспособности предприятия, третьи исследовали конкурентоспособность отраслей, четвертые — регионов, пятые — ресурсов (например, работников), и так далее. Но собрать целую картину из разрозненных кусков мозаики пока что не удавалось никому.

Возможно, изучение деталей отвлекло от анализа целой системы, её внутренних взаимосвязей: предложенные ранее системы предполагают искусственное выражение уровня конкурентоспособности (интегральный или какой-либо иной обобщающий показатель, индекс конкурентоспособности), хотя на самом деле существует простой в определении показатель, весьма полно характеризующий и конкурентную позицию исследуемого объекта, и собственно внешнюю конкурентную среду. Это доля рынка, занимаемая товаром, предприятием, отраслью, регионом, страной. Следует отметить, что в ряде публикаций говорится о том, что конкурентоспособность находит выражение в занимаемой доле рынка, однако сама эта доля, даже если и рассматривается как конечный результат конкуренции, не анализируется с позиций факторов, её определяющих.

Вот как пишет Баумгартен Л.В. [2], на наш взгляд, ближе всех подобравшийся к построению стройной теории конкуренции и конкурентоспособности: «итоговым критерием оценки конкурентоспособности как продукции, так и организации можно считать долю рынка, занимаемую данной продукцией (данной организацией) и связанные с ней показатели». Однако остается непонятной логика построения показателей конкурентоспособности: сразу же после определения критерия оценки конкурентоспособности (по сути, единственный показатель, который возможно определить напрямую) её уровень предлагается рассчитывать аналитически (!) как среднюю величину (простую, взвешенную, арифметическую, геометрическую) из значений факторов (!). Как показала практика, такой подход оказался нежизнеспособным — только потому, что влияние множества факторов, определяющих конкурентоспособность чего бы то ни было (товара, фирмы, отрасли, региона), невозможно описать жесткой функциональной зависимостью, однако оно может быть описано с помощью корреляционных взаимосвязей, предполагающих достаточную гибкость.

На наш взгляд, обобщённую оценку конкурентоспособности любого объекта (от товара до региона) возможно провести посредством единственного показателя — доли рынка, которую занимает исследуемый объект (для товара — сам исследуемый товар, для производителя и отрасли — все производимые ими товары, для региона — все товары, произведённые в его границах, для национальной экономики — все товары, произведенные национальными предприятиями) на общем рынке соответствующего целям исследования масштаба (от магазина до мирового рынка).

В целом при определении доли рынка естественным образом может возникнуть проблема измерения изучаемого показателя (т. е. доли рынка). Принципиально возможно



применение как натуральных, так и стоимостных показателей. Там, где это возможно, следует рассчитывать и натуральные, и стоимостные показатели, поскольку уже это позволит учесть ценовой фактор и получить в первом приближении оценку его влияния на конкурентоспособность. Там, где речь идёт о разнородной продукции, следует ограничиться только стоимостными показателями.

Для расчёта уровня конкурентоспособности достаточно знать лишь приблизительный объём исследуемого рынка (по сути дела, объём рынка — общий соизмеритель, и для сопоставления уровней конкурентоспособности двух предприятий, действующих на одном рынке, этим значением можно пренебречь), но при этом в расчётах обязательно использовать достаточно точный объём выпуска анализируемого предприятия (предприятий), чтобы ошибки не возрастали в геометрической прогрессии.

На этой основе можно предложить следующую методику оценки конкурентоспособности любого объекта на рынке:

На основе учётных данных предприятия определяется стоимость реализованной на рынке продукции (в разрезе по анализируемым рынкам, географическим или товарным, если предприятие действует одновременно на нескольких).

На основе статистических данных или путём экспертной оценки определяются объёмы каждого из анализируемых рынков.

По каждому рынку рассчитывается доля (в денежном выражении), занимаемая продукцией изучаемого предприятия в товарной нише (здесь целесообразно исследовать не только рынок отдельно взятого товара — определённого наименования или сорта, но и рынок группы товаров в более широких рамках — товаров определённого вида или типа).

Определение уровня конкурентоспособности через долю рынка основано на учёте уровня конкурентности самого рынка, что выгодно отличает предлагаемую методику от имеющихся. Она также допускает и объясняет множественность оценок конкурентоспособности для одного и того же объекта — ситуацию, когда товар одновременно может быть конкурентоспособен и неконкурентоспособен в рамках рынков различных масштабов.

Ещё одним преимуществом предлагаемой методики является то, что она позволяет выявлять и изучать взаимосвязи между объектами разного уровня (товар, предприятие, отрасль, регион), поскольку занимаемая доля рынка — универсальный показатель, которым может характеризоваться любой из указанных объектов. Это и позволяет сделать предположение о том, что мы находимся на пути к общей теории конкуренции и конкурентоспособности, оперирующей универсальными понятиями и законами, общими как для товаров, так и для предприятий, их производящих, отраслевых объединений и региональной экономики.

В ходе изучения конкуренции различными исследователями его объектами становились элементы, находящиеся на одинаковом уровне: сложно себе представить, что конкуренция возможна между отдельным товаром и целой страной (или хотя бы между товаром и отраслью). Это ограничило понимание природы конкуренции, имеющей не только экономические, но и философские корни. Немаловажно то, что с помощью оценки результата конкуренции — распределения долей рынка между различными товарами, можно изучать не только перекрестную конкуренцию (и конкурентоспо-



способность товаров, относящихся к совершенно различным товарным группам — например, самолёты и печенье), но и такое свойство конкуренции, как нелинейность потребительского выбора, под которой может пониматься ситуация, когда конкуренция разыгрывается не между товарами или между потребностями, а между товаром, удовлетворяющим одну потребность и другой потребностью в принципе — подобные ситуации пока что мало изучены.

Экономическая теория исходит из предположения, что конкуренция как процесс принятия потребителем решения складывается поэтапно: сначала потребитель определяет обобщённую потребность, которую собирается удовлетворить, затем уточняет её, определяя способ удовлетворения потребности (у большинства потребностей существуют принципиально различные способы удовлетворения — например, удовлетворение потребности перемещения из точки А в точку Б возможно посредством поездки на автобусе, такси, велосипеде либо вообще — прогулки пешком). Когда определена приоритетная потребность и принципиальный способ её удовлетворения, осуществляется выбор конкретного способа (маршрут автобуса, служба такси, и т. п.). Количество проходимых при этом уровней может быть сколь угодно велико: если потребитель выбирает автомобиль, он может «усекать» множество автомобилей, выбирая из него сначала множество легковых автомобилей, затем — определяя тип кузова, марку производителя, мощность двигателя, модель, год выпуска, дополнительные опции.

Однако ресурсы, которыми располагает потребитель, весьма ограничены, вследствие чего он не в состоянии удовлетворить абсолютно все свои потребности (желания). Поэтому выбор приходится делать постоянно. И выбор, который делает потребитель, зачастую опирается не на исходную цепочку предпочтений (конкретный способ удовлетворения потребности — принципиальный способ — обобщённая потребность — принципиальный способ — конкретный способ), а на сопоставление двух ранее рассмотренных вариантов, которые необязательно будут находиться на одинаковом уровне иерархии степени конкретизации потребности. В результате такого выбора становится возможной конкуренция между конкретным товаром (моделью) и принципиальным способом удовлетворения совершенно другой потребности (конкуренция между объектами, принадлежащими к различным уровням). Покажем эту ситуацию на примере.

Некий студент возвращается домой после учёбы и должен решить, на что потратить оставшиеся в его распоряжении деньги. Из всех потребностей, которые приходят ему в голову, наиболее важной является потребность в еде. В принципе, студент может удовлетворить её одним из нескольких различных способов: сходить в кафе или ресторан, заказать пиццу с доставкой на дом или купить в магазине продукты и приготовить их самостоятельно. Оценив все варианты, студент принимает решение: еду приготовить дома. Он только собрался зайти в магазин за продуктами, как увидел на стене афишу его любимой рок-группы, дающей сегодня единственный концерт в его городе. Вернётся ли студент в своих рассуждениях к выбору общей потребности, которую он собирается удовлетворить (иными словами, что он должен предпочесть — хлеб или зрелища)? Нет. Он не будет продлевать в своих рассуждениях весь путь заново, а просто сравнит ожидаемое удовольствие от концерта с ожидаемым удовольствием от ужина дома, и на основе этого сделает свой выбор. Это пример конкуренции между



двумя различными товарами (билет на концерт рок-группы и продукты для приготовления домашнего ужина).

Однако возможна и иная ситуация: студент вспомнит, что уже год он копил на покупку автомобиля (пока что неважно, что это будет за автомобиль — когда соберётся некоторая сумма, достаточная для столь серьезной покупки, тогда и будет конкретизироваться само решение исходя из текущей рыночной ситуации). В один момент ценность легкого ужина и сэкономленных денег, которые можно отложить на покупку гипотетического автомобиля (неизвестной марки, модели, неопределенного пока ещё цвета, неизвестного года выпуска — автомобиля, отражающего в данном контексте скорее принципиальный способ решения проблемы перемещения себя в пространстве), перевесит ценность посещения конкретного концерта конкретной группы (то есть — определенного товара, удовлетворяющего определенную же потребность). Это уже пример конкуренции между двумя объектами, принадлежащими различным уровням (товар и неконкретизированная потребность).

Число уровней может различаться: большее число существенных для выбора параметров определяет большее число возможных уровней выбора. При этом конкретный выбор (а значит, и конкуренция) возможен между объектами, находящимися в этой иерархии на различных уровнях, при этом он всегда основан на ощущениях (говоря языком экономической теории — на ощущении полезности каждого варианта).

3. ВЫВОДЫ

На основе приведенных примеров можно утверждать, что возможна межуровневая конкуренция — то есть конкуренция между объектами различных уровней:

потребность в общем виде (потребность в отдыхе, в еде, в развлечениях, в общении, в свободе передвижения и т. п.);

конкретизированная потребность (потребность в отдыхе может быть конкретизирована в виде выбора курорта; потребность в еде может выразиться в предпочтении похода в ресторан, потребность в общении может быть конкретизирована в предпочтении записаться в школу парных танцев; потребность в свободе передвижения может найти выражение в решении купить скутер);

выбор способа удовлетворения конкретной потребности (тур в конкретный город с проживанием в конкретном отеле; бронирование столика в конкретном ресторане; записаться в конкретную школу на конкретные курсы; выбор марки и модели скутера, его цвета).

В случае межуровневой конкуренции возможна ситуация, когда «всё конкурирует со всем», что серьёзно усложняет анализ (количество возможных сочетаний конкурирующих объектов стремится к бесконечности), однако такой подход, положенный в основу наблюдения за потребительским поведением, позволяет обнаружить скрытые ранее взаимосвязи, проявляющиеся в принимаемых решениях и объясняющие некоторые, кажущиеся поначалу нелогичными, потребительские предпочтения.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] Иванова Светлана. Глобальный рынок не для нас / Светлана Иванова, Екатерина Шохина // Стратегия и конкурентоспособность. - 2006. - №7 (10). - стр. 36
- [2] Баумгартен Л.В. Анализ методов определения конкурентоспособности организаций и продукции. / Л.В. Баумгартен // Маркетинг в России и за рубежом. - 2005. - №4. Режим доступа: <http://www.dis.ru/library/market/archive/2005/4/3833.html>



THE EFFECT OF STRESS ON PRODUCTIVITY

Radmanovac Sonja

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
sonja.radmanovac@gmail.com

Abstract: *Stress at work is an issue that is recognized as essential in almost all developed countries, not only for the economy and its development, but also for human health, because only healthy people are productive, both at work and outside of it. When it takes too long, stress is causing many diseases and health problems such as insomnia, headaches, high blood pressure, depression, anxiety¹, etc. Bearing in mind the fact that the economic crisis is appreciable, many employees justify their concerns about the stress at work because they have no guarantee that they will not lose their job. There are many reasons for stress, but there is no excuse if it is caused by mental, physical or sexual harassment, mobbing and discrimination.*

Keywords: *stress, mobbing, productivity, motivation*

1. INTRODUCTION

Today, in many organizations employees are experiencing the effects of stress in the workplace. Given that man is a conscious being, which has its own needs and goals outside the organization too, it can be concluded that it is a key factor with the greatest influence on the performance and productivity of a business organization. A person's work potential can never be compared with the machines, because men have the emotions that must be met in order to expected and provide the maximum in his work. In order for employee to perform well their tasks, they need to be motivated, which can be achieved with good working conditions, and we must not forget the necessity to be praised by the managers. If the superior show its employee that he value its work, it is certainly going to encourage him to be even better in the future. Motivation is the force that organizes, manages and maintains the behavior, and for all that to make sense, it is necessary to consider the behavior of superiors, as well as their access to employees and the work itself, because for an organization to have a healthy work environment and motivated workers, it is necessary that all employees are treated equally and that criticism and punishment by a superior is not the only reason for communication. Social

¹ Marijana Trkulja, psihijatar u institutu za medicinu rada Srbije, *Stres na radnom mestu*, <http://www.b92.net/zdravlje/vesti>



behavior is also an important feature of the work environment. It is well known how much people may be unhappy if they find themselves in isolation, such as when they become a victim of psychological abuse by a superior or a colleague, and the main problem is that people often do not know how to recognize unacceptable relationships, overlook them, or simply trying to get used to them. The aim of this paper is to point out that this issue should be addressed more seriously, and the fact that, regardless the attitude of the superior, all employees have the same rights that are prescribed by law and which should not be neglected.

2. MOBBING

Any criticism is subjective, but that does not mean that in most cases it is not true. Based on the criticism, employees can improve their knowledge and skills, and of course, if they do not agree with the criticism, employees should feel free to express their views without fear that they will suffer the consequences for it. If an employee is faced with constant criticism from colleagues or supervisor, it is necessary to examine themselves and their work and to determine whether such criticism is the place for it, or there is no reason that points to the abuser. Mobbing is, by its structure, an attack on freedom and personal integrity, honor and dignity, so mobbing violates basic human and civil rights². In addition, mobbing is a pathological communication in the workplace, directed systematically by one or more individuals, mainly toward one person that is exposed to psychological abuse and placed in a helpless and hopeless situation. Mobbing activities are frequent and occur over a long period, resulting in great mental, psychosomatic and social misery.³

The problem of abuse at work is particularly pronounced in the last decade, but employees often cannot recognize that they are victims, and even less that they are entitled to protection. In 95% of cases, we have so-called vertical mobbing, a situation where the boss is mistreating employees, while it is rare that employees abusing boss. The most abused employees are in newly privatized companies where employers are trying to get rid of employees, and when it comes to sexual harassment, the women usually complain. People in Serbia consider homosexuality a disease, and almost all of those who come forward and reveal their sexual orientation, are exposed to mobbing so much so that at the end an employee quits or gets fired. This is just one of the indications that Serbia is not able to protect all of its citizens, not to mention people with differences, which include the disabled and ethnic minority groups. Clearly, we are not easily customizable and anyone who does not fit in our stereotype of normal picture is being rejected.

Even though the law on preventing violence at work came into force, mobbing is often the case *entre nous*, whether we are talking about indecent proposals, psychological, physical or sexual violence, so that when the damaged file a suit and there is no evidence, in such situations courts often adjudicate according to the fact who is the more convincing, the victim or the defendant, according to its conviction. It is obvious that employers give themselves the right to, in many cases, exploit their employees, denying them the right to break, rest, and often provide no insurance and all that due to the high rate of unemployment, which they ob-

² www.gsputnezavisnost.org.sr

³ www.mwdfak.ni.ac.rs, doc Aleksandra Stanković



viously favor. According to data from the Labor Force Survey conducted in November 2011, unemployment rate in Serbia in period 2000 – 2012 was 23.7%, and about 900,000 people lost their jobs. Taking into account this discouraging data, the employer gives himself the right to blackmail and psychologically oppress its subordinates, because regardless of their behavior, he considers himself a benefactor who, if nothing else, makes some sort of existential security for their employees, and because of that they do not dare to change anything or to oppose. Mobbing is a new name for an old phenomenon, and the transition was "helpful" for it to flare up in Serbia like a fire.⁴

According to the survey, which included 100 actively employed participants with different types of contracts, length of service, qualifications and age, it is concluded that as many as 65% of subjects was exposed to criticism, whether by the boss, colleagues, or both sides. It can be seen that most of the staff goes through everyday stressful situations that are caused by the constant criticism that may, if not well-intentioned, to be interpreted as mobbing. An encouraging fact is that as much as 48% of respondents had never experienced any form of harassment in the workplace, but we should not neglect those who had embarrassing situations caused by threats – 28% of them, physical assault -17% and 7% of those who were subjected to sexual harassment and one of them is male. 44% of respondents are forced to work overtime, 58% of them do not receive any monetary compensation. Of all respondents, only 9% said they have never been required to remain after the end of working hours. 40% of employees its work environment and working conditions consider stressful, while 65% thought that stress affects their productivity both at work and outside of it. Neglecting of basic rights of employees as well as stress and mobbing have become a major problem, both for employees and for the bosses. Dissatisfied worker is not a good worker; a boss who neglects that is harmful to the employee and to itself. What is most discouraging is the fact that only 7% of employees are willing to take action and prevent harassment at work, while 32% of respondents did not know whether to report the mobbing. 40% of them would report the assault, but only if they were certain they would not lose their jobs. Given the fact that no employer will cheer its employees that they will not lose their jobs if they report him, if the mobbing is his way of doing things, 40% percent of these may freely be included into the same category of people who would not report, already consisting of 21%.

3. STRESS

Stressful situations are inevitable companion of the working environment, especially in today's conditions of work and business.⁵

It is important to realize that every employer is more productive when smiling. Even a person who is under stress will become a person under stress if the environment is such – colleagues who are under stress will especially affect badly on him, so it will not have the opportunity or space to express its enthusiasm. That is why it is necessary to focus on the effects of stress, as

⁴ www.gsputnezavisnost.org.rs

⁵ Vladana Lilić, *Fenomen stresa u savremenom poslovanju* – Stress phenomenon in modern business, Poslovno okruženje u Srbiji i svetska ekonomska kriza, Visoka poslovna škola strukovnih studija, Novi Sad, 2009.



it is the main problem of most employees, both in the private and state enterprises. With the greatest threats of stress are facing the employees who perform multiple tasks at once, constantly shifting from one task to another, which leads to freezing their memory so it becomes shorter. In addition, stress is becoming bigger because people are working more and more hours and thus the intensity of the work increasing pressure by the superior, and in addition to performing its tasks from employee is expected to perform work that was previously performed by someone else. Managers control the outcome, but do not analyze why they are so good or bad⁶. When talking about this, we must take into account the fact that most are not able to deal with the fact of not bringing problem at home as well as the fact that domestic problems must be leaved in the front door of your workplace, so when we add a constant pressure by superior, and the impossibility of choice (in terms of changing jobs), it can be concluded that the stress is more frequent, and that, if human resources management does nothing to address it, there will be a big problem. Worker under stress is not able to give its best and hence its productivity is not satisfactory as the whole organization suffers. The employer who exposes its employees to criticisms, insults or threats, directly affects the success of its company. Employers are not even aware of how much the negative effects are caused by stress among employees and thus directly affect the quality of work performance. In addition, that stress is the direct enemy of both employees and their supervisors, shows the result – employees are unmotivated, unwilling to contribute with innovative ideas, and everything is reduced to the determination of "what I need to do" in order to receive month salary.

The primary objective of any organization is to create excess profits, and to achieve this goal, superiors have to enable a healthy working environment where people can work productively. Normal person responds well to good conditions, the even bad to worse, so it is recommendable not to make employees unhappy or frightened. Since people spend at work eight hours per day or more, that's the biggest reason why it is important, in addition to wages, the workers have a healthy working environment where they will feel safe and fulfilled.

4. MOTIVATION

Based on above-mentioned about stress, it must be emphasized that motivation partially helps in removing stress because if properly directed, can improve the productivity and health of employees.

A key principle of employees' motivation is to understand that not all employees are the same and that each of them has different needs, desires and goals. It is necessary to point out that money is not always the main motivator, because there are plenty of those to whom it is important to know there is someone who will appreciate and value their efforts, and money cannot compensate that satisfaction. Limited attitudes of employer, such as the enclosure of staff or lack of interest in their ideas and suggestions, greatly limit the motivation. Although each company has a specific goal and a specific level of performance that is expected from its employees in order to get the best results, the superior must know the benefits of their employees and management techniques that should be used for better motivation. At the start,

⁶ Prof dr Života Radosavljević, Menadzment znanja i(li) znanje u menadzmentu (Od predvodništva do mastralnosti i dalje...) Beograd, 2008



employees want to show themselves in the best way, and to advance later, and employers are here to interact with them to help keep it that way and that employees continue to spread their enthusiasm to work. Regular meetings with employees, where the objectives and the progress of the organization are discussed, can do a lot to help employees to better understand what the employer expects of them. In addition, these meetings can greatly assist employers to evaluate each employee's workload and adapt it to the situation in order to meet goals and to avoid causing stress for employees. The effect of an individual depends not only on its abilities, but also on his motivation. Motivating and rewarding employees is one of the most important and challenging activities that superiors implement, which greatly affect the stress reduction. In addition, it is necessary to create appropriate working conditions that are acceptable to the employee and that he will feel comfortable with, in order to perform more efficiently its tasks. Maslow found that people in the organization runs five hierarchically arranged groups of needs. These groups are:

- Physiological,
- The needs of security,
- The need to love,
- The need to respect, and
- The needs of self-realization⁷

In addition, all instruments for motivation can be classified into two groups:

1. Physical factors of motivation;
 - Personal income,
 - Pensions,
 - Ability to pay the bills
2. Intangible factors of motivation;
 - Career progression,
 - Participation in decision-making
 - Harmonization of interpersonal relationships, etc.

To achieve a successful business, every company has to find the optimal combination of material and non-material incentives for their employees and that will depend on a number of factors: the sector in which it operates, the competition in the labor market, the nature of work and structure of employees⁸.

The most important is that employers need to understand that their employees are not motivated by money only, a secure job and career opportunities. Employees motivate other things and, according to many employers, irrelevant things, such as praise for a well-done job, help in solving personal problems, interesting work, and all this can help them relieve the stress and make their working place an oasis of peace, where they feel safe and helpful. One of the most common mistakes that employers can make is to treat overtime work as something that is common and every day, because the consequences of such behavior is the exhaustion that occurs among employees, and all because of poor planning and organization of work, leading to dissatisfaction, stress and negligent performance of given tasks.

⁷ Maslow, A.H., 1982, *Motivacija i ličnost*, Nolit, Beograd, p. 64

⁸ EXPORTER, SIEPA, no. 7, p. 12, March 2007



5. RESUME

The problem of local directors and employees is that they have no interest in the needs, goals and desires of their employees, but only, in most cases, the unrealistic results. Because of this behavior by the supervisor, it is logical there is frustration and stress of the employee. Dealing with work stress in today's uncertain climate, where the bad economy impact can be felt everywhere, exacerbate poor attitude of superiors who make no attempt to comply with their employees at least as far as the law prescribes. The words "dismissal" and "budget cuts" are stressful, and if you add to that the verbal abuse and total disregard by a superior, it is quite impossible, to expect from such workers do their best regarding the productivity.

The stress causes fear, insecurity and inability to perform work as before, but also affects the interaction with others in the team. In many countries, employers are trying to be better acquainted with the needs of employees in order to assist in their future and in relation to the approach when certain business requirements and expectations are concerned. Unfortunately, in our country, few employers adhere to it and few employees are able to make difference between a positive criticism and mobbing. The problem is that few people are able to recognize mobbing and even smaller number of those who would do something and taken action against it in order to protect them because they lack confidence in institutions and realize they would not be able to return to normal in same environment and not suffer psychological harassment again. The aim of this study was to determine the negative effects of stress to employees, and the effect of the misconduct of the superiors to efficiency of subordinates including disrespecting the rights of the employee, mobbing, intimidation, sexual harassment, etc. In any case, Serbia is far from European countries where workers' rights are the most important, because if we judge by the results of the survey, the opinion of majority is that this is a modern slave society in which one does not respect education, skills and abilities, but conformity, and the ability to put individuals beyond humanity to survive.

BIBLIOGRAPHY:

- [1] Živka Pržulj, Menadzment ljudskih resursa, Fakultet za trgovinu i bankarstvo „Janičije i Danica Karić“, Beograd, 2007
- [2] Prof dr Nevena Doknić, Organizaciono ponašanje, Evropski univerzitet za internacionalni menadzment i biznis, Beograd 2001
- [3] www.gsputnezavisnost.org.rs
- [4] Marijana Trkulja, psihijatar u institutu za medicinu rada Srbije, Stres na radnom mestu, <http://www.b92.net/zdravlje/vesti>
- [5] www.mwdfak.ni.ac.rs, doc. dr Aleksandra Stanković
- [6] www.slobodnaevropa.org
- [7] Maslow, A.H., 1982, Motivacija i ličnost, Nolit, Beograd, str 64
- [8] Vladana Lilić, Fenomen stresa u savremenom poslovanju – Stress phenomenon in modern business, Poslovno okruženje u Srbiji i svetska ekonomska kriza, Visoka poslovna škola strukovnih studija, Novi Sad, 2009.

3rd International Conference
"Law, Economy and Management in Modern Ambiance"



LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia



- [9] EXPORTER, časopis za strana ulaganja u promociju izvoza Republike Srbije, broj 7, str 12, mart 2007
- [10] Prof dr Života Radosavljević, Menadzment znanja i(li) znanje u menadzmentu (Od predvodništva do maestralnosti i dalje...) Beograd, 2008



HARMONIZATION OF TAX SYSTEM OF BOSNIA AND HERZEGOVINA WITH EU

Radonjić Gordana

Doboj, Bosna i Hercegovina, gordana.radonjic@hotmail.com

Abstract: *The author describes the system of harmonizing tax structures in Bosnia and Herzegovina with the structures that are valid in the European Union. Clearly demonstrates the need of transition countries for tax changes and adjustments, whether aspire toward European Union or not. The situation in Bosnia is such that one of the conditions of joining the EU means a tax adjustment, particularly in the area of indirect taxes. In a comprehensive way, it has been shown that in Bosnia and Herzegovina were implemented various reforms in order to adapt to the EU, and transitional harmonization is certainly one of the most important things.*

Keywords: *tax, adjustment, harmonization, European Union, Bosnia and Herzegovina*

1. INTRODUCTION

The issue of public finances of any country is very important and it is one of the key elements in preserving the internal and external security of the state action. Through the "institution" of this domain, primarily public revenue, public expenditure, budgets and financial statements, and public loans, favorable conditions for the pursuit of economic activities of considered countries create.

All countries that intend to join the EU are obliged to make the tax system customization according to the system that applies in the Union. Therefore, we include the systems of adapting the tax system in Bosnia and Herzegovina in accordance to the conditions in the EU.

2. HARMONIZATION OF TAX SYSTEM OF BOSNIA AND HERZEGOVINA WITH EU

2.1. Legislative framework of tax system

Bosnia and Herzegovina has a specific and complex political system. When we say specifically, it refers to the fact that Bosnia and Herzegovina has no classic form of the constitution



as the highest law. The Dayton Agreement from 1995 determines the entire political structure of Bosnia and Herzegovina. This agreement defines Bosnia and Herzegovina as the state consists of two entities, the Federation and the Republic of Srpska. Subsequently, the decision of the Arbitration Court in 1999, Brčko Districts was defined, which is under the exclusive sovereignty of Bosnia and Herzegovina. As to the jurisdiction of the entity, it is important to emphasize that the agreement includes the following responsibilities:¹

- Foreign policy,
- Foreign policy,
- Trade policy,
- Monetary policy,
- Financial institutions and international obligations,
- The politics of immigration, refugees and asylum
- Implementation of international criminal law, criminal law enforcement between the entities, including relations with Interpol,
- The establishment and management of shared resources,
- Regulating the traffic between entities and air traffic control

It must be noted that within the jurisdiction, the issue of fiscal policy was not defined. This situation resulted in the indirect tax system of Bosnia and Herzegovina being transferred to the state level while the system of direct taxation remained at the entity level. Such efforts are resulting from the need to reform the tax system in Bosnia and Herzegovina that was found in one of the sixteen measures of priority reforms in the EC Feasibility Study.²

2.2. The establishment of the indirect taxation administration as initial steps of harmonisation

Tax harmonization with the EU began with the introduction of the VAT system since 2006. Indirect Taxation Administration in charge of all the work around the collection of value added tax, customs duties, excise taxes and tolls was formed. Indirect Taxation Administration is the only institution in Bosnia and Herzegovina responsible for the collection of indirect taxes. The term "indirect tax" means:³

- Import and export duties,
- Excise,
- Value added tax and all other taxes chargeable on goods and services, including sales taxes and tolls

It is clear that with the establishment of the ITA a transfer of responsibilities in the field of indirect taxation at the level of Bosnia and Herzegovina was performed. This work was carried out in two phases:⁴

¹ Ristić, Ž., Đorđević, D., Baraković, B., "Međunarodne javne finansije i budžetska politika EU", Savremena administracija Beograd, 2012, p. 225.

² Ristić, Ž., Đorđević, D., Baraković, B., "Međunarodne javne finansije i budžetska politika EU", Savremena administracija Beograd, 2012, p. 229

³ <http://library.fes.de/pdf-files/bueros/sarajevo/06912.pdf>

⁴ <http://library.fes.de/pdf-files/bueros/sarajevo/06912.pdf>



- Phase I, 2005, marked the establishment of the ITA and the transfer of authority in the collection of indirect taxes (tariffs and customs duties, excise taxes on excisable goods and toll) from the entity and Brčko District to the state level,
- Phase II, 2006. Introduction of VAT, when ITA⁵ took charge of the collection of indirect taxes: tariffs and customs duties, excise duties, VAT collected in the country and the import and tolls.

As for the collection and distribution of revenues from indirect taxes, the Indirect Taxes Act defines them. It is important to emphasize that all revenues are collected in a unique ITA account⁶. As for the allocation of resources, it is done based on certain coefficients determined by the Governing Board of the ITA. In 2011, it was collected 4.9 billion KM of indirect taxes, which is 5.4% more than the amount of taxes collected in the previous year. The largest share of total collected indirect taxes belongs to VAT, whose participation was 62.5% in the overall structure, clearly shown in the following table. After that, the high share have the stocks - 25.8% of the total collected indirect taxes, while tolls and tariffs record share of 6% and 5.8%, respectively.

Table 1: Indirect taxes collected on a nine-month level in period 2008 - 2011 (in millions KM)

Position	2008	2009	2010	2011
VAT	3.137,90	2.848,40	2.944,50	3.064,10
Duties	651,00	346,80	302,00	281,00
Excise	936,70	997,40	1.172,20	1.267,60
Tools	189,40	250,20	307,00	292,10
Total	4.914,90	4.442,80	4.725,80	4.904,90

Source: The publication, „Ekonomski trendovi 2011”, available at www.dep.gov.ba

In 2011, approximately 5.8 billion KM have been allocated to customers, up from a year earlier for 6.6%. The graph shows that of the total amount of collected funds, to Federation of Bosnia and Herzegovina transferred 46% of the funds and to the Republic of Srpska 24% of assets. Revenue distribution system is provided automatically by the principle of VAT collecting destination and indirect taxes, which is known as invoice method or the indirect method of calculation that is applicable in other EU countries. This ensures that the VAT is paid to the place of business, the taxpayer, where the total value-added tax is generated. Therefore, with respect to taxes on importation, it would be paid by the seat of importers and would be carried out by the redistribution of taxes according to the territorial principle. Under normal conditions, the tendency is to ensure fairness in the distribution of taxes.

2.2.1. Excise and excise adjustment system

Starting from the fact that the issue of excise is particularly important in countries of the Union, a considerable attention is given to this issue. Until July 2009, in Bosnia and Herze-

⁵ ITA – Indirect Taxation Administration

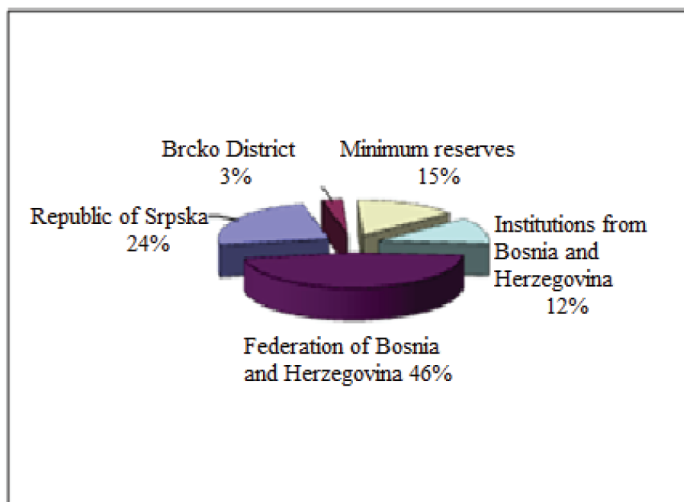
⁶ Law on account payment and the income distribution, "Official Gazette of Bosnia and Herzegovina", no.55/04



govina the Excise Act⁷ was in effect, and after that, a new Excise Law⁸ has been passed ("Official Gazette", no. 49/09), Regulations on the Implementation of the Excise Act in Bosnia and Herzegovina, Regulations on excise stamps for tobacco products, alcoholic beverages, fruit brandy, coffee and wine⁹. After Bosnia and Herzegovina signed a Stabilization and Association Agreement, has committed to work to reduce duties, which reflected negatively on the public revenue of the country that have had to be compensated in other ways. Consequently, imports become more attractive to traders and especially excise goods. Excise tax is levied on the following types of products¹⁰:

- Oil derivatives,
- Tobacco products,
- Alcoholic beverages,
- Ethyl alcohol,
- Raw, roasted, ground coffee and coffee extract

Graph 1: *Distribution of indirect taxes in Bosnia and Herzegovina in 2011*



Source: The publication, "Ekonomski trendovi 2011", available at www.dep.gov.ba

The excise tax calculation is made at the time of issuing the invoice for the sale from manufacturing or the first trade, i.e. at the time of delivery of the goods to the customer. The way of calculation is done in such way that excise payer in the invoice i.e. bill, in addition to the

⁷ Excise Act of Bosnia and Herzegovina, "Official Gazette, no. 62/04"

⁸ Excise Act of Bosnia and Herzegovina, "Official Gazette, no. 49/09", Regulations on the implementation of the Excise Act, "Official Gazette, no. 50/09"

⁹ Regulations on excise stamps for tobacco products, alcoholic beverages, fruit brandy, coffee and wine "Official Gazette, no. 50/09"

¹⁰ Vunjak, N., «Poslovne finansije», Ekonomski fakultet Subotica, 2003, p.138.



prescribed data elements, must enter data on the quantity of products, the rate for calculating the excise tax and the amount to be paid¹¹. Starting from the fact that the Excise Act in Bosnia and Herzegovina applies to the entire territory of Bosnia and Herzegovina and that the application of this law implements ITA, this has enabled the free movement of excise goods in Bosnia and Herzegovina. In this sense, it is not necessary to prescribe any special procedures when transferring products between these entities, as was the case before it formed a unique system of indirect taxes. Excise Act in Bosnia and Herzegovina prescribes the obligation to calculate and pay road tolls calculated per liter of petroleum products (diesel fuel, gasoline-unleaded gasoline), which was before the passing of this law regulated according to entity regulations. All revenues, which businesses subjects realize based on excise, must be paid at the unique account of the ITA. After that, the distribution of income is provided in accordance with the provisions of the Act. The procedure and method of calculation of excise duty is different for certain excise goods. For example, the requirement to determine the excise tax on tobacco products, according to the law, is creating by filing a request for printing stamp, because the taxpayer is obligated to carry out the calculation of excise and the tax on reported retail prices for all types of cigarettes.

2.3. Direct taxes harmonization system in bosnia and herzegovina

Direct taxes harmonization system in Bosnia and Herzegovina is not fully completed. Some changes in the domain of personal income tax and corporate tax have been made, which will be explained below. The harmonization system in this area began with the adoption of the Income Tax and Personal Income Tax Act in the Republic of Srpska. It is especially important to note the change of income tax in the Republic of Srpska, which came into force from January 2009, and the application in Bosnia and Herzegovina started in 2010. Subject of the taxation are also incomes derived by an individual from: personal income, self-employment, copyright, rights related to copyright and industrial property rights, capital prescribed by this Act and capital gains¹². These laws actually created the conditions of a single-tax income, particularly in the Federation where differences in accounting systems between the individual cantons existed. As regards the application of the new system of Income tax Act, it began in 2008. The new Income Tax Act reduced statutory rate from 30% to 10%, boosting exports and certain categories of investors. Republic of Srpska started to apply the new Income Tax Act from 1 January 2007.¹³

2.3.1. Corporate tax

The process of harmonization of corporate tax in the Bosnia and Herzegovina began in 2007, when the Parliament was discussing this law. The law came into force in January 2008; the changes of this law were made in order to reduce the tax rate from 30% to a level of 10%. In this way, the tax rate in the Federation was aligned with the rates in the Republic of Srpska and Brčko District. The objective of this law is certainly to eliminate double taxation through

¹¹ Sejmenović, J., Gligić, J., «*Poreski i carinski sistem i politika*», Banja Luka, 2007, p. 116

¹² <http://library.fes.de/pdf-files/bueros/sarajevo/06912.pdf>

¹³ <http://library.fes.de/pdf-files/bueros/sarajevo/06912.pdf>



a system of recognition of tax credits, tax loss, the determination of tax relief for businesses oriented to export, and the issue of non-resident business units from the Republic of Srpska and the District of Brčko. The new law provides new options of a tax exemption of calculating depreciation, while reducing the tax incentives and exemptions. The new law recognizes the accelerated depreciation model, especially in the area of basic facilities for research and development, employee education and environmental protection and export incentives. The Republic of Srpska applies this law since January 2007. The law clearly defines the taxpayers and all activities in this field. Corporate taxpayers are legal entities and businesses that make a profit in the Republic of Srpska and foreign legal persons who have not permanent operations in the Republic of Srpska, and generate income to which the payer of that corporate tax pays tax according to retention tax. Tax losses is carrying over and compensated by reducing the tax base over the next five years. Tax base for the legal entity shall be reduced only for reported loss of business units in the RS. Corporate tax rate is 10%.¹⁴

2.3.2. Income tax

The reform of the income tax is also marked by the introduction of new legal definition of personal income tax, which applies in the Republic of Srpska since January 2009 and in Bosnia and Herzegovina from 2010. The essence of these tax changes is that the calculation of taxes and contributions was made on a gross basis rather than on an earlier net basis. Law clearly defines the accounting systems and tax relief for taxpayers. Tax obligations incurred at the time of payment of income in personal income, income from capital and income from royalties, rights related to copyright and intellectual property rights. All amendments are actually the result of harmonization of processes with the processes of the Union. As for the amendments, in this regard it is important to note the following:¹⁵

- The category of income was introduced, according to the original decision it was a natural person income,
- A flat-rate personal income tax of 8% was introduced, according to the original solution there are three ranges of taxation (tax-free income
- 12 lowest salaries according to the General Agreement, the taxable income from 10% - from 12 minimum salaries up to four average net salaries in the previous year and the taxable income of 15% over the 4 year average net salaries in the previous year, - the income tax base is on a gross basis - the difference between gross income and deductions as defined by law, not net income as in the original solution,
- Tax card is issued only based on the right to deduct the tax base as defined by law (dependent household members and interest paid on housing loans),
- Impairment of the tax base of the income tax were extended to a personal allowance of 3,600.00 KM and the amount of paid contributions for voluntary pension insurance to 1,200.00 KM
- Payers of monthly advance can reduce the base for the calculation of advance retention tax, in addition to 1/12 of the personal allowance for and 1/12 right to dependent household members and interest paid on home loans

¹⁴ <http://library.fes.de/pdf-files/bueros/sarajevo/06912.pdf>

¹⁵ <http://library.fes.de/pdf-files/bueros/sarajevo/06912.pdf>



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- Monthly amount of income tax for small entrepreneur may be lower than KM 50.00 if billed monthly income is less than 2.500,00 KM and i.e. billed to the annual income of less than 30.000,00 KM, but the annual obligations of small entrepreneurs cannot be lower than KM 600.00.

In addition to the above, amendments to the law, in this regard relate to income tax withholding (personal income, capital income and royalties). If we look at the legislation in the Republic of Srpska, the Federation and the District, it is clear that no complete harmonization was made. In this regard, it is important to harmonize them in the following conditions:¹⁶

- Conceptual harmonization,
- The object of taxation,
- Tax rates,
- Income not subject to taxation,
- Impairment of the tax base,
- Treatment of tax loss incurred in the second entity and Brčko District,
- Greater cooperation and exchange of information between the tax authorities of Bosnia and Herzegovina in direct taxes

Regarding the shortcomings of non-performed harmonization, it is reflected in the following:

- Preventing the possibility of creating a single market, and thus distortion of Dayton obligation of Bosnia and Herzegovina, and the fundamental principles of the EU - free movement of capital, goods, services and people,
- Discourage the inflow of foreign capital through new investments in the existing legal entities and registration of new foreign legal entities on the territory of Bosnia and Herzegovina
- A disincentive to the expansion of domestic parent companies in terms of organization on the territory of the other entity, or Brčko District,
- Inability to create consolidated tax balance in a part of direct taxes

3. RESUME

The presented analysis and research clearly shows that the tax system of Bosnia and Herzegovina gets into the process of adjusting the tax system with the tax system of the European Union. The complex system of organizing our state requires that the system adjustment take place through the following phases:

- Adjusting the tax system within Bosnia and Herzegovina, i.e. harmonization of taxes and tax policies between the entities and the Brčko District, and
- Harmonization of taxes and the tax system in Bosnia and Herzegovina with the European Union

It is necessary to make harmonization at both levels in order to align the tax structure, to implement tax reform and to commit the harmonization of tax conditions prevailing in the EU. As regards direct taxes, the full harmonization is not yet complete. Although the entities adopted a harmonized legal framework in the area of taxes on income and profits, we need more details in the other parts of direct taxes to complete harmonization.

¹⁶ <http://library.fes.de/pdf-files/bueros/sarajevo/06912.pdf>



BIBLIOGRAPHY:

- [1] Ristić, Ž., Đorđević, D., Baraković, B., "Međunarodne javne finansije i budžetska politika EU", Savremena administracija Beograd, 2012. godine,
- [2] Sejmenović, J., Gligić, J., «Poreski i carinski sistem i politika», Univerzitet za poslovne studije Banja Luka, 2007. godine,
- [3] Vunjak, N., «Poslovne finansije», Ekonomski fakultet Subotica, 2003. godine,
- [4] Pravilnik o akciznim markicama za duvanske preradevine, alkoholna pića, voćnu prirodnu rakiju, kafu i vino, "Službeni glasnik BiH", br. 50/09.
- [5] Zakon o akcizama BiH, "Službeni glasnik BiH", br. 62/04
- [6] Zakonom o uplatama na jedinstveni račun i raspodjeli prihoda, "Službeni glasnik BiH", br. 55/04.

Internet:

- [1] <http://library.fes.de/pdf-files/bueros/sarajevo/06912.pdf>
- [2] <http://library.fes.de/pdf-files/bueros/sarajevo/06912.pdf>



CROSS-CULTURAL ADAPTABILITY AND USAGE OF SOCIAL NETWORKS IN COMMUNICATION BETWEEN MANAGERS AND ASSOCIATES

Radosavljević Dragana¹, Jeftić Slađana², Jeftić Dorijan²

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia,
dragana.radosavljevic@fesp.edu.rs

²Health Care Centre, Velika Plana, Serbia

Abstract: *In the early twenty-first century, large changes characterized business environment. A very large number of organizations around the world operate on a global scale, and groups of employees in them are more diverse than ever before. Organizational structures less respect hierarchy, and are increasingly relying on collaboration. Human capital has become the center of business strategy of most advanced organizations, especially those who want to meet the challenges of modern business at all times. Priority of management, which knows that the power of human capital is tremendous, is to attract, retain and use the potential of diversity of employees. Cultural differences influence human behavior in the business environment, in addition to the social (gender, race, age, etc.) differences.*

Managers, who create their own style of management in accordance with the culture and traditions of a country in which their organization operates in line with new technologies, are managers who foster multiculturalism and embrace modern ways of communication in the workplace. Making a mix of the original management style with the management style of the country in which the manager works is the characteristic of the "advanced" managers. Such managers become leaders whose organizations are ahead of the competition and earn more than satisfactory results.

Keywords: *manager, multiculturalism, adaptation, social networks, communication*

1. INTRODUCTION

Culture of a country is an important factor in the environment in which organizations operate, so when making business decisions, business systems adapt to a given environment, i.e. its cultural characteristics. In order to provide an ideal managing of international affairs of global organizations, in every country where they operate, global standardization in management should be implemented. Thus, the movement of managers and their implementation of



management from one country to another would be facilitated. However, this is impossible! Why? Because the cultures are the great wealth of the modern world. They make the world more interesting, but also more productive. Practice shows that the uniformity represents a great "evil" in the modern world¹. Variety is the condition for the development of ideas and innovative atmosphere. "It is necessary to create a feeling among the members of a particular culture to love their own, but that they shouldn't underestimate different cultures and value system. Cultures interact and overlap. Today, no culture consists entirely of original elements, but there are elements of other cultures. Greatest contribution to this provided development of trade². "Individuals through a process of communication connect to the appropriate stakeholders (organizations i.e. business systems) in a business environment. In that kind of environment, they enter their vast variety of social and cultural identities, which are both challenges and opportunities in managing and creating the conditions in which these differences contribute to the success of the organization, and it will not be an obstacle to the work itself. That is why the managers must be ready to relatively quickly recognize problems and provide creative solutions to them, to be fair in dealing with people and skilled in the application of technical knowledge and skills in diverse geographic region in which they work.

At the time of technological innovations, everyday use of on-line networks is crucial for the success of managers and the organization. Information networks provide many opportunities of customer information, competitive information through mutual communication with employees at any time, regardless of the geographical location where they are located. Social networks that have more influence are leading. Through them, companies get suggestions of end-users of products and services, but they are also important for connect professionals to certain areas. For these reasons, for the successful manager it is important to keep up with technological innovations, so geographical distance can no longer be an excuse for possible failure in governance.

2. CROSS-CULTURAL VERSATILITY

To each employee should be provided with following: a sense of dignity and respect at any point of time, freedom of expression, education and encouragement that contributes to the value of their organization, recognition of his work, which will give meaning to his life. On the behavior of people in the business environment affect the established critical values of a given culture area, so that members of different cultures will differently understand management processes, in particular in situations where managers come from one cultural environment to another, so far unknown to them.

For managers, who grow up in an individualist culture in which the individual is primarily concerned about its own interests (Anglo-Saxon countries, Western and Central Europe), and the job took them to a geographical area with a collectivist culture (Asian countries, Greece and Portugal), which fosters interest groups i.e. its tradition, the experience of older, consent

¹ T. Levitt: „*The Globalisation of the Markets*“, Harvard Business Review, maj-jun 1983., pp. 20-23

² D.Radosavljević, magistarski rad „*Društvena odgovornost i poslovna etika u menadžmentu*“, Univerzitet BK, FTB, Beograd, 2007., pp.54



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

of a majority in decision-making, the problem of motivation appears.³ In cultures of individual character, employees are motivated primarily by material rewards, all kinds of privileges, progress or result of personal drive to prove. It is quite difficult to motivate employees in collectivist cultures, because the impact on management decisions is very small. In these cultures, authority of manager and protective relationship of managers toward employees are highly respected. Exchange of information, transparency of reporting on work and results, well-intentioned criticism, etc. characterize the Anglo-Saxon and Central Europe cultures. All great managers with international experience and knowledge of the variation of cultural identities are very good in this and yet some do not realize the projected success. What is the problem that is stopping that cultural diversity has a positive effect on their performance?

They lack the skills of cross-cultural adaptability or “changing cultural identity,” it is a characteristic of the managers that in some environments, whose cultural differences they are not familiar with, to adapt its behavior in order to meet the cultural values. It is not just information about the new cultural environment. We are talking about a psychological challenge that arises when using existing cultural knowledge in a new environment in which it is necessary to operate or to implement business decisions. If managers do not recognize cultural differences, which in practice have a significant impact, they may seem incompetent in the eyes of their subordinates. The problem can be deepened, so that in addition to the inconvenience, incompetence, anxiety, frustrations can arise too. In such situations, managers will defend themselves using the thesis that they are not the ones who need to adjust their behavior to the needs of their subordinates, but the other way around. Therefore, instead to improve the performance of their organizations with proper diversity managing, they call into question the success of their career and organization.

The first level of solving problem of development of cross-cultural adaptability is respecting all people and impartiality in cooperation with the employees. If cultural environment respects authorities, the manager will build a coarser leadership style should not feel discomfort in its application.

The second level is to create a flexible organization, i.e. to work on changing the way of reacting to information. It is necessary to make significant changes in behavior, but so that they correspond to the original personal values and the new environment, i.e. to connect the elements of culture. Therefore, for example, the European manager may in Asia to use participative management with authoritarian elements.

The third level is to fully understand the value of “changing cultural identity,” not only by the managers but also by the entire organization. Business environments and markets are culturally different. Thus, Japanese automakers know that more than half of new car buyers in the U.S. are women, or that a quarter of the world population is Chinese⁴. These are facts that no serious participant can or should ignore. One of the ways to be cross-culturally adaptable is to master cultural norms in the most complete way, and that means to reduce the gap between cultural identity and values of the business culture. Of course, it is necessary to be effective and to feel comfortable.

³ A. L. Molinsky „Three Skills Every 21st-Century Manager Needs“, Harvard Business Review, januar-februar 2012

⁴ T. Cox ml., Stvaranje multikulturalne organizacije (Kako iskoristiti snagu raznolikosti), Poslovna škola Sveučilišta u Michiganu, Mate, Zagreb, 2004., p. 9



3. COMMUNICATION THROUGH SOCIAL NETWORKS

Modern information technology (the Internet) and computer technology is one of the most significant and most revolutionary achievements of the development of technical civilization. They have introduced new and radical changes in all spheres of business and social life. These changes can be classified into the following: new value forms, the concentration data, a new climate action, new methods and techniques of action, shorter time of action scale, expanding the geographical area of activity, mobility, and stability risks⁵. Technology is not geographically limited. It makes it easier to do the job. "Information and communication technologies offer new opportunities for those who work in the organization, flow and storage information and elimination of potential barriers."⁶ Use of the Internet has created a habit to get the job done faster and better by communicating through the network. In this facilitated communication with others, the exchange of experiences and opinions is happening⁷.

Most of the twenty-first century managers know how to use on-line services to build and expand its communication network. Using social networks, such as Facebook, LinkedIn, Twitter, Myspace, Google+, etc. it is easy to reach contacts and discussions about corporate social activities. Managers should strive to develop skills using online networks to provide information necessary for the management of the organization. How to master this skill?

Some of the recommendations for the managers are creating "blogs" in the organization, presentation of the problems and calling interested parties to present their proposals for solutions. That enables a greater number of employees to be involved in solving problems, so the one from a number of proposals is going to be successful. Then, it is possible to perform strategies

⁵ S. Petrović, *Kompjuterski kriminal*, MUP Srbije, Beograd, 2002, p.17.

⁶ M. Radosavljević et al, stručni rad „Uticaj razvoja informacionih i komunikacionih tehnologija na očuvanje biodiverziteta“, *Ecologica*, Beograd, br. 58, 2010., p. 261

⁷ M. Andjelković, doktorski rad „Novi izazovi i implikacije interneta u korporativnom menadžmentu usluga“, Univerzitet BK, FTB, Beograd, 2008



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

testing formulated in the idea, through the on-line survey. Simply, it is possible to form groups of interested persons of the professions, in social networks, in order to learn how to use social networks in their own affairs⁸.

It is necessary to motivate others to participate. What is crucial for motivation, given that it is a virtual world? The key of building an effective on-line network is the reputation. Reputation from the business organization viewpoint is the relationship with the people, product and service quality, business results, employee satisfaction, etc. It exists where words ("voice" of business organization) and acts (products and services of an organization) are agreed. It goes faster than the organization itself, its products and services. Due to the information, those who are not familiar with the organization are looking for it. Therefore, in the world of on-line network reputation is built through interesting contents, through the impact on the people unknown to you and who want to share information with you and to work through influential contacts, through referrals, through positioning between the groups on social networks. In this way, we can identify possible forms of cooperation or potential conflicts and build effective on-line networks.

Besides reputation, as a motivator to communicate through social networks, appear the social influence and the desire of the individual to belong to a particular community. That is why the number of social network users is constantly increasing. Social networks record more visits than the official Web sites than many international companies does. A manager has a strong on-line network if he is connected with well-informed colleagues, suppliers, customer's products and services of the organization, engineers, and other partners who can help in a given critical moment.



Internet, as a network of all networks, which is central to the development of all forms of electronic communication has contributed to the thinking and actions of top managers. They are aware of the fact that through the on-line communication and informal way get actual

⁸ T. H. Davenport, B. Iyer, „Three Skills Every 21st-Century Manager Needs“, Harvard Business Review, januar-februar 2012



feedback that interest them and help them manage. Managers are faced with the problem of decreasing the number of qualified professionals for the growing number of projects, with the challenge of diversity of persons who possess the necessary skills to perform the job, so today every organization that wants to be competitive in its category must have people with a strong on-line relationships and rich experience.

4. RESUME

The business environment in which management operates is constantly changing. It will happen in the future, with greater dynamics and uncertain outcomes. Geographical distance is no longer a barrier to communication, and to meet the challenges of global markets is not easy. Managers are required to have the answers to constant changes. To make faster and better decisions, they need information that, in fact, represents the capital and which can be reached through processes of communication with associates. Of course, it is necessary to know how to use this information. A man is born with some skills, and the majority of them acquires - "Live and learn," says a proverb. If known how to be flexible, communicative, and constructive, to know men, to have organizational skills, etc. and to constantly improve all this, the manager will be on the right track to becoming a leader in its field, which is of great importance for the progress of the organization and every individual in it. Which manager skills will be desired in the future for the successful management? Knowledge and the ability to communicate with colleagues and market, as always.

BIBLIOGRAPHY:

- [1] A. L. Molinsky, T. H. Davenport, B. Iyer, C. Davidson, „*Three Skills Every 21st-Century Manager Needs*“, Harvard Business Review, januar-februar 2012.
- [2] D. Radosavljević, magistarski rad: *Društvena odgovornost i poslovna etika u menadžmentu*, Univerzitet BK, FTB, Beograd, 2007.
- [3] M. Anđelković, doktorski rad: *Novi izazovi i implikacije interneta u korporativnom menadžmentu usluga*, Univerzitet BK, FTB, Beograd, 2008.
- [4] M. Radosavljević i drugi, stručni rad „*Uticaj razvoja informacionih i komunikacionih tehnologija na očuvanje biodiverziteta*“, *Ecologica*, Beograd, br. 58, 2010.
- [5] N. Pološki Vokić, F. Bahtijarević-Šiber, P. Sikavica, *Suvremeni menadžment - vještine, sustavi i izazovi*, Školska knjiga, Zagreb, 2008.
- [6] Š. Alibabić, *Teorija organizacije obrazovanja odraslih*, Institut za pedagogiju i andragogiju, Beograd, 2002.
- [7] T. Cox ml., *Stvaranje multikulturalne organizacije (Kako iskoristiti snagu raznolikosti)*, Poslovna škola Sveučilišta u Michiganu, Mate, Zagreb, 2004.
- [8] T. Levitt: „*The Globalisation of the Markets*“, Harvard Business Review, maj-jun 1983.
- [9] www.vreme.com/cms/view.php?id=1086745, posećeno februar 2013.
- [10] V. Vujić, *Upravljanje znanjem i ljudskim razvojem u turizmu*, Fakultet za menadžment u turizmu i ugostiteljstvu, Opatija, 2010.



CREATIVE IMITATION-RISK OR OPPORTUNITY?

Milan Radosavljevic¹, Iryna Syngaivska², Karl Schopf³

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia,
milan.radosavljevic@fpp.edu.rs

²University of Economics and Law «KROK» University, Kyiv, Ukraine

³Akademie für wissenschaftliche forschung und studium, Wien, Austria

Abstract: *It is known that one starting from the first day to the present day succeeded in his work, thanks to continuous innovation and introduction of new technologies, organizational solutions and new approaches in general and philosophy. This is one of the most influential forces that have had a major impact on the overall social development and progress. Had man not innovated, he would remain at the level of the animals up to the present day.*

While innovation and new inventions rise to the level of the determining factors of success, yet imitation, as a creative process is neglected or underestimated, and in some cases considered to be immoral, illegal and harmful phenomenon. Copycats are often considered plagiarists who live at the expense of innovators, which resulted in the introduction of a number of protections, even at the global level.

A deeper analysis show and prove that creative imitation is by its importance, if not more important, then certainly at the level of innovation. Given that there are centuries of misunderstandings and controversies regarding these issues, this article aims to shed light on the broader context of this issue and point out that creative imitation is not meaningless copying and plagiarism, or the repetition of something bigger there, but it is a smart quest for improved functional and other characteristics of products or services, as the final results of any organization.

The aim of the paper is not to provide definite answers to this problem, since there are no final answers, nor there can be, but to encourage a different way of thinking.

Key words: *creative imitation copycats.*

1. INTRODUCTION

The modern world works on classical grounds, often on fallacies that last for decades, and some for several centuries. The numerous solutions are the result of a certain way of thinking, namely certain ideas and answered to a particular social moment, or technical, organizational and other characteristics. These solutions have made an important contribution to human civilization in the past. However, it is shown that contemporary problems cannot be solved



by obsolete and outdated concepts since problems often arise because they had not applied the concepts and approaches that suit the business environment in general both in closer and wider environment. It turns out that the innovations in the industrial world are treated as the most important factor that has the greatest impact on business performance up to this day, whole innovators in the developed countries enjoy a special status, but also they provided benefit through legislation in the long run.

Along with the above process and the tendency an imitation or creative imitation is produced, which is illogical as a term, because if something is creative it cannot be an imitation while if it is an imitation it has nothing to do with creativity. Practice shows that imitation, creative imitation in particular, can be more important than innovation, which is a new approach in innovation management. This approach breaks down the century old stereotypes and misconceptions that exist in the legal, ethical, technical and economic fields, at the macro, mezo and micro levels. It turns out that imitation or creative imitation is not pointless duplication or repetition of something that already exists, but the intelligent pursuit of a better, more perfect, than the existing one. Any suggestion that commitment for making creative imitation an important role in the business sphere does not mean advocating "intellectual theft" because it is legally sanctioned and morally condemned. The opening of the question is quality by itself, because all the scientific researches show that many misconceptions have persisted for a long time, but they eventually had to be broken, and their places were occupied by new ways of thinking, often being the exact opposite of the first ones.

2. CREATIVE IMITATION AS THE MOST COMPLEX TYPE OF INNOVATION

Imitation or creative imitation occurred almost with the creation of innovation, or the moment when a man tried to set resources for work and improve the tools and weapons and make them more functional than the existing ones. The creative imitation by its complexity is placed into the sixth group of innovation. This ranking is in the top of complexity, because the highest level of complexity of innovation is considered to be the one where innovations bring revolutionary changes, such as the discovery of internal combustion engine, or the invention of electricity, and so on. Under the creative imitation are understood the scientific researches that build on already applied theories and innovation with which they create or enhance new products or services.¹ Therefore creative imitation is a complex innovation, which is different from Schumpeter who in his famous works "The Theory of Economic Development", observed the innovation as a force, namely the force that is capable to transform the economy and society from a state of simple circular motion into the developmental trends and trends through new combinations of business factors. In this view, only the first application of a new idea is considered an innovation, and every other application has not got the character of innovation nor of entrepreneurship. Of course, this understanding of economic theory, especially in the contemporary conditions has become unsustainable.² It turns out that it is largely

¹ Z. Radosavljevic, *The creative imitation*, manuscript, 2013

² These tasks can be seen in more detail: V. Vucenovic, *Champion Management*, NIP Educational informatory, Belgrade, 2004, pg. 93.



influenced the built of a classic infrastructure, even at the global level, in order to protect innovation and reportedly rewarded the author or inventor. Thus, a law on the protection of copyrights was created, as well as a code of ethics which condemned the so called intellectual theft and imitators are prosecuted or placed on the pillory.

3. CREATIVE IMITATION BEING MORE IMPORTANT THAN INNOVATION

Research and analysis of contemporary business show that creativity is a key factor for the survival and success of individuals or organizations. This is confirmed by research conducted by IBM in the middle of the last decade which gathered over 1500 CEOs from 60 countries around the globe. The results of this study clearly indicate that CEOs believe that the success of the company for the time we live in is more than responsibility, discipline and integrity of individuals, and even more important than the vision and necessary creativity.³

Recent research, especially studies carried out by Oded Shenkar showed that imitation is, if not more important, then surely of the same importance for business and personal success, as well as innovation. Naturally, this finding is analogous to the statement where said that performing exercises on complex high education institutions of lectures and exercises that are more complex than teaching, and that they should be modeled by professors, not teaching assistants, as it is done today. This is natural, since the one who is performing the practical part of lectures has to know the theoretical and practical aspects of the issue, or issues, whereas in lectures theory is mainly being used in teaching. Oded Shenkar investigated the place and role of innovation in eight scientific and academic disciplines from history to medical science. In all cases, he came to the conclusion that imitation is the primary source of achieving business and personal success and progress.⁴ Professor Shenkar points out that of the "48 innovations he had investigated, 75% were plagiarized, as well as that percentage is growing, copying a growing trend. Examples in the automotive, textile, leather, fashion and cosmetics industry, construction machinery, as well as in the service industry such as banking systems, tourist destinations, shops (hypermarkets, supermarkets, electronic stores) and so on, confirm this. Usually some time passed before other manufacturers, or service providers copied the practice of those who first applied innovation. According to the data, GM introduced a new model army Spark, and only a year since the launch it was followed by a Chinese imitation QQ, which has exceeded six times the original sale. So, in this case 98% of the profits of the new phone went copycat, not an innovator. In other words, the innovator is awarded for the originality of their ideas and the efforts or costs which he did, and the main benefit is of the one who had waited and followed.

A more detailed analysis shows that imitation is the search for new ideas and a permanent copy that enriches innovation and makes it acceptable, as in the wider context allows expansion or its diffusion. It turns out that imitators work is based on the market reaction to the

³ The research was conducted by an experienced consulting firm from IBM department of Global Business Services, through interviews conducted face-to-face. In detail, the "Manager of the dolphin", Belgrade, no. 191st November 2011, pg. 1

⁴ Oded Shenker, *Interviewed at Harvard Business review*, 2010, April, pg. 14-17



initial innovation and that the process of copying is often accompanied by functional improvement of original ideas. For example, Visa, MasterCard and American Express are the idea of plastic credit cards taken of the Diners Club, which invested heavily in a study of this technology. The situation is similar to the system of department stores which first emerged in Paris, and their model of organizational structure was adopted around the globe; electronic commerce and a host of other managerial, organizational, and technological innovation. Wal-Mart has admitted taking over from his predecessor. The secret is in taking original ideas or innovations from its predecessors, but also any changes in order to get a winning combination. It turns out that many of today's giants from various industries emerged on the basis of imitation and adaptation. Accordingly, the management science developed a special technique called benchmarking, developing concepts to explore best practices in a particular field and attempt to apply the same corporate systems.⁵

4. THE NECESSITY OF DIFFERENT THOUGHTS ON IMITATION

It has already been stated that creative imitation or emulation is one of the most complex types of innovation. Thus, imitation is the life law of nature. This characteristic is inherited from animals by humans and it is being carried for lifetime. Thanks to creative imitation, a man has survived, since he mimicked or imitated animals through education, improved living and working. It is sufficient to note that the man mimicked leaders in the pack of animals and sought to establish leadership, both leadership in life and work. Even today, after the experiments and observations of animals and people in a variety of conditions, scientists regard imitation as a complex and demanding process that requires high intelligence and cognitive ability. According to researchers who have been working with animals, great apes have the ability to mimic what it takes to survive in a hostile environment despite physical disabilities. The same goes for the jungle that objectively exists today in the business world and beyond.⁶ If in living and working, the same rule is applied- that we should take into consideration the reality, then there is a need to review the relationship of imitation and its treatment in the economic and social life. This is because it is now considered that imitation is unacceptable, that it being used only by incompetent followers and unethical people and organizations. Accordingly, a set of regulations and standards stipulate prohibitions or sanctions for imitators and imitators. Even companies that accept imitation as a way of doing business, avoid operations that declare themselves as such, because of the characteristics and perceptions that imitators wear, but also because of numerous laws concerning the protection of intellectual property. It is argued that people learn from their earliest youth that copying other people's ideas and modes of behavior is unworthy and inappropriate and that they must move towards originality as a way of life and work, even though no one knows what originality is and to what extent an individual can be the creator of the original and comprehensive ideas. In other words, in the modern hardly anyone can have exclusivity on an innovation, i.e. that it was his invention.

⁵ Радосавлевич М., Анджелкович М., Радосавлевич Ж., *Необходимость изменения отношений к имитации*, Международная научно-практическая конференция „Стратегические императивы совместного менеджмента“

⁶ Oded Shenker, Interviewed at Harvard Business review, 2010, April, pg. 14-17



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

It turns out that many, who have explored and have failed, are also responsible for an innovation or innovator, because they suggest that researchers and followers need to go in a different direction. If this were not the case, many would always begin from the start and would not achieve certain innovations.

It is shown that imitators improve or adapt an innovation functionally to specific needs. To increase the chances for the implementation and promotion of innovation, it is necessary to step back from original ideas and original products, to develop options that enable them to be more effectively used, which places an emphasis on creating a strategy imitation.

The necessity of changing attitude towards imitation, especially the "creative imitation" or emulating is a radical and fundamental change, such as US-based production concept was changed by the middle of the last century or transformed into the marketing concept. It must be borne in mind that innovation and imitation have a common thread, and that they are the result of a thought process that is taking place at the same scenario. In other words, both of them are the result of conscious thinking and conscious activities of business men and are an intellectual activity. Many believe imitation is more complex, as the practice shows that many innovations follow the beaten track and go by familiar scientific paths, while imitation goes out of the box. It also appears that many innovations were created randomly, which is shown by an example of chewing gum, the one's desire to have a bath created Buoyancy. Fleming, after long study of bacteria, left the dirty dishes from the experiment and went on vacation. Upon returning the bacteria multiplied, which resulted in the discovery of the origin of bacteria, and thus the discovery of penicillin,⁷ which is considered to be the strategic innovation in this period.

The coincidence with creative imitation is disabled. Innovation and imitation are going through the same phases: the preparation phase, the phase of incubation, illumination and verification. The only difference can be seen in the preparation stage, as "Innovation comes from creative chaos, a creative imitation from the imperfection." The phases of incubation and illumination are unconscious and automatic processes in both.

Each innovation and imitation has three dimensions, namely: technical, economic and legal. Recently, the highlight is on the ethical dimension. By not underestimating others, the primary dimension is economic one, because every innovation or imitation that does not increase the economic impact of its author, or client who comes may not be accepted and doomed to failure. In the practice of innovation, dominated the legal dimension, and with it the number of disputes in which authorships were being proved or disputed, or setting a time period in which an innovation cannot be used, and so on. In contemporary practice, it is necessary to put emphasis on the economic dimension of innovation, since it ultimately determines the other two dimensions.⁸ Having this in mind in relation to the abandonment of classical imitation and innovation is necessary to change the consciousness of people, and then legislation that slows the diffusion of innovation. Accordingly legislative, even at the global level is not aimed at increasing commercial success, but quite the contrary it slows the progress of mankind. This is a logical observation, if we imagine where mankind would be, if the whole of human knowledge was made available to all, without the protection and preservation of the known and unknown quarters. Out of this, benefit the individuals, so-called innovators, but

⁷ <http://metro-portal.hr/random-discoveries-that-have-changed-the-world/37790>

⁸ Z. Radosavljevic, et al., *Self-organization*, FORKUP, Novi Sad, 2011, pg. 23.



the question is how and how much of a modern economy one can have on the authorship of an idea or innovation. It comes more to plagiarism or imitation of an idea which is not transparent enough, so we can ask the question of moral when individuals or teams claim the results of many, often unknown to researchers.

5. SUMMARY

Practice shows that imitation in modern conditions has become a respectable factor of economic development, and relationship i.e. attitude towards this phenomenon has to be changed. One must keep in mind that imitation, imitation or copying is a natural phenomenon and that it is difficult to eliminate it, and was it possible and it would seem to be counterproductive. It turns out that a man copies the behavior of the animals, that children imitate their parents, workers their leaders, or their national leaders. Imitation is present in the sphere of business, as the companies look up at each other and copy their behavior and way of doing business. In other words, the world works on the basis of imitation, and we cannot deny it and oppose the at the same time legal standards which are backed by the most penalties, but we can take care of, or use it to improve personal and business success.

Of course, everyday experience shows that some global companies see the plagiarism with approval, and often also support by the phrase "good players copy, the best steal." The practice shows that the greatest effort and financial risk is owned by the innovator, and the greatest benefit by plagiarism, or imitators. Accordingly, it is shown that it is far better to be a plagiarist, instead an honest innovator. However, the above reason does not justify treating imitations in comparison to the old way, because it is a reality, and it is a necessity to manage the imitations.

In other words, the problem of imitation and imitating certainly cannot solve only by the legislation and moral convictions. The solution is not to protect intellectual property rights through legislation and insisting on standards that have existed in the past (e.g. the product is different from the patented by 30% in order not to be plagiarism) are absurd. It turns out that innovators should be rewarded in a completely different way than it is done today, or through special innovation funds that would "fill" the effects of which were made imitators. In this context it is necessary to find the specific mechanisms, in order to abandon the existing stereotypes and accept new concepts and approaches to the spread of primarily creative imitation", as the newspapers in the business world. Therefore, it can reasonably be concluded that the creative imitation is not a threat but an opportunity, both for individuals and business organizations, states and the world in general. In this context it is useful to recall the statement of Michael Eisner: There is not an idea that cannot be improved."

BIBLIOGRAPHY:

- [1] "Manager of the dolphin", Belgrade, no. 191st November 2011
- [2] Oded Shenker, Interviewed at Harvard Business review, 2010, April
- [3] Radosavljevic, Z., The creative imitation, manuscript, 2013



**3rd International Conference
"Law, Economy and Management in Modern Ambiance"**

.....
LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- [4] Radosavljevic, Z., et al., Self-organization, FORKUP, Novi Sad, 2011
- [5] Радосавлевич М., Анджелкович М., Радосавлевич Ж., Необходимость изменения отношений к имитации, Международная научно-практическая конференция „Стратегические императивы совместного менеджмента“
- [6] Vucenovic, V., Champion Management, NIP Educational informatory, Belgrade, 2004
- [7] <http://metro-portal.hr/random-discoveries-that-have-changed-the-world/37790>



NEW QUALITY OF THE ORGANIZATION AND MANAGEMENT OF BATA BOROVO FACTORY

Radosavljevic Milan¹, Dimitrovski Robert²

¹ALFA University, Faculty for Strategic and Operational Management, Belgrade, Serbia
milan.radosavljevic@fsom.edu.rs

²FON University, Skopje, Macedonia, dimitrovski.r@gmail.com

Abstract: Large multinational company Bata is little known in the business world, as successful and at the same time lasting one in the field of footwear industry. Although this is an industry in the areas of fashion, this empire has managed thanks to good market research, and creation of the shoes. For current and future managers, the fact how Tomas Bata and his associates worked and behaved is very important.

Bata factory in Borovo, near present Vukovar, Croatia, is an organization that in many respects shares some common characteristics with other factories in the world, which is natural, because every part of a whole carries some of its features more or less. However, Bata Borovo had its own capabilities in relation to other plants, since it was a different environment in which the plant operates. It turns out that some organizational management solutions was unique in the results or effects that were achieved. How much the impact the Bata organization had to creating of a socio-economic system of the former Yugoslavia, it can be seen from the indisputable fact that the economic model of organization units from Bata – Borovo, was mostly taken in the design of organizational settings Belja from Osijek, and later called for designing a self-organization, which has shown its advantages in comparison to conventional forms of organization. The paper attempts to address some of the settings in the Bata organization in Borovo and their effects, so their experiences can be used in the theory and practice of organization and management of business in other organizations.

Keywords: Bata Borovo, Tomas Bata, household economy

1. BATA'S FACTORIES ARE A TYPICAL EXAMPLE OF A HOUSEHOLD ECONOMY

The founder of the empire for manufacturing and trading of footwear was Tomas Bata. He came from a family of shoemakers, originating from 17th century, in a place where it was located almost desolate valley of Moravia. After the sudden death of Thomas Bate in 1932, his half-brother, Jan continued to manage it as well as Tomas did. Therefore, the new boss replaced the old one and continued in the same manner of operation.



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

Bata knew that it was necessary to expand, and that the greater expansion has to go beyond Zlin and Czechoslovakia. Therefore, he opened factories in other countries, including the Kingdom of Yugoslavia. Bata has bought an uninhabited part of the Slavonian plain, on the lower bank of the Danube River near Vukovar, Croatia. Construction of the factory began in a small village Borovo, which was uninhabited, undeveloped and rural area, i.e. a larger village typical of this area.

Thorough research and analysis shows that many Bata's factories showed that the whole his philosophy was based on the principles of the household economy, which still has its basis in antique economy¹. It was the interest groups of associated individuals and businesses based on factory or industrial way of doing things. It turns out that the interest is the healthiest cohesive tissue that connects people in the organization. In other words, the organization is the people who come together and connect to the most efficient and effective way to achieve their goals and interests. Bata was aware of the law of compensation, according to which there is no receiving without giving. Therefore, in order to get something, he has to give. That is why he was stimulating the buyers through the selling modalities, but in that way he got about a hundred times more. If this were not done, the factory would not be economically stable, or socially secured.

Bata's organization was much more advanced than any other footwear manufacturer, but also with regard to other sectors. Bata has perfected its organizational setting and in accordance with the introduction of innovations, tried to change the habits of workers, having in mind Ford's famous saying, "Mexico cannot be changed without changing the Mexicans." It turns out that the abandonment of old habits is much more difficult than accepting the new ones. Therefore, the problem of forgetting and abandoning the outdated is much more complex, due to which is necessary to invest much more effort to make sense of technological, organizational, and above all innovation in philosophy of managing factories. The key question was how to leave the family habits in which there are family and friendly relations and accept default behavior, which was based on interests, especially in terms of traditional society; such was in Borovo and the surrounding area at the time. The problem was complicated because Bata's factories were families, in a sense of, because entire families were employed there, i.e. parents and children, and their friends. Of course, a decisive influence on changing bad habits had the factory management, which is natural, since it has a vision, where the factory should be and the mechanisms by which this can be accomplished. It turns out that this principle later will be accepted by many of the large business empires in the world of banking, hotel, shops, etc.²

To illustrate these claims, we will use the example of Maksimovic, the director, and the way he changed the behavior and actions of the Slavonian into quality new habits and behaviors. Slavonians are accustomed to eat substantial amounts of fat or bacon and hot sausage. Employees tried to bring those family habits in his factory, so they brought from home sausage products as a snack, often wrapped in newspaper. The problem is complicated because the offices and factory facilities could not support storing snacks, considering the Spartan environment.

In these circumstances, the only option was a locker where they held the writing materials, given the fact there was no writing paper. Upon arrival at the job, workers were taking out the

¹ M.I. Finley: "The Ancient Economy", University of California, 1999.

² Sender, Isabell, „The Bata Empire: A World Apart,” Footwear News, July 3, 1995, p. S38.



writing material, and putting snack in the locker. The smell of meat products spread throughout the room. To solve this problem, management decided to form a restaurant where the workers could eat. Tables in the restaurant were covered with ironed white tablecloths. It was a sign it was not allowed to enter the restaurant wearing dirty clothes and having dirty hands, even though it is a dirty industry.³

In this way, Bata informed employees how they need to behave. Everyone had to clean table after eating, because when the next shift come they will be angry if tablecloths are dirty. Thus, the experience gained in the factory restaurant has been passed in a homey atmosphere i.e. dining at home. It is shown that in the family is much more comfortable to dine setting at the table covered with clean tablecloth. In other words, Bata was trying to transfer some elements of default behavior into families.

1.1. CARING FOR PEOPLE

In order to establish a better socialization of the organization, in addition to shoe factory, Bata build a housing project, by the standards of comfortable flats. In this way, Bata's organization differed from the others, because its workers lived in comfortable apartments, while the accommodation of workers in other companies was in temporary barracks, in modestly furnished rooms without sanitation devices. This is significant, because the Bata's workers were proud to be employed in such high quality and successful organization. They feel safer and feel like the factory is their household. That feeling increases due to fact that the principle of employee participation in management structures begin to develop at the plant. Toma Maksimovic, the former factory director, had a day in a week, so-called "Open Doors Day". On this day, each employee could directly contact him to express its personal or family problem, but also a problem in the workplace among colleagues. Most individuals came to suggest a better way of completing tasks. Any proposed idea was discussed and there was a general feeling of accepting. The managing director was saying, "There are no stupid questions, only stupid answers." In such an atmosphere, everyone was trying to suggest the idea, but many ideas are transformed into actions, whereby individuals are made more powerful, because they were happiest when they or their ideas make better performance. Using this mode, Japan has prospered in the fifties of the last century, because they particularly appreciated the ideas, the ones that were based on the principles of creative imitation. Therefore, many workers analyzed the original innovations, and sought to improve their functional performance. Thanks to "the creative imitation", Japanese society and economy made a big step forward after the end of World War II in a short time.⁴

1.2. SOCIALIZATION OF THE ORGANIZATION

Although the Bata system relied on the autocratic leadership, the fact is that in a shoe factory in Borovo, there was no ordering and commanding as usual styles, which were accepted in traditional leadership and organization. In general, they insist that all the problems be

³ Personal records and archive by the author

⁴ Радосављевић, М., „Необходимость изменения отношения к имитации“, МК Strategični imperativе sučasnoгo menedžmentu – vol.2, Kiev 2012., p.133-142.)



solved with mutual consent and with the compromise, especially when it comes to interesting problems and questions. Therefore, there was no compromise or it can be one in solving the problem, because in solving them the final say have professionals and specialists. If between production and sale, i.e. distribution problem arose, in its resolution were to participate uncompromisingly only experts in the field of production and trade. However, when it comes to the problem of people, especially those relating to the interests of employees, Bata and his associates tried to come to an agreement.

Although at the level of the company as a whole, a special attention was paid to technological progress and innovation in the factory Borovo, most attention was paid to human resources. It can be seen from the fact that the standard of employees and their families was constantly promoted, along with good working conditions. Bata had the hospital staff, and provided the school education for workers. However, Bata was sending employees or children of employees in the public schools and colleges. What is particularly significant is that each university education was a ticket to enter the factory, but whether and how to stay in it was depending on the people. Of the commitment of each individual depended on his progress, because the actual skills and the results that individuals have in their workplace were appreciated. This principle becomes dominant today in the management of human resources, and in the future will gain even greater significance.⁵

During the period of dynamic development of Bata, the problem of insufficient numbers of housing object emerged. To solve this problem, Bata started the construction of houses for two or four families. Houses had comfortable apartments, and a piece of land on which they could plant flowers, gardens and plants. For the management of Bata Company in Borovo was important that the families socialize in their free time, exchange experiences and helping each other about solving individual problems. That factory organization expands its borders and the impact on households and families and working families integrate into Bata's factory.⁶

1.3. ORGANIZATION OF THE GENERAL MANAGER'S OFFICE

In addition, it is useful to note that in the general manager's office was only one chair, the one on which he was sitting. It was often surprising for a large number of partners and others who came to the Bata's system. Everyone who came to see the director had to stand and to speak to him and in a short time. In this way, he made it clear to all employees that the time is an expensive resource, and there is no time for long conversations and chatting. Employees had a short time to present a problem, propose a possible solution to the problem and wait for the decision of the general manager. If he knew of the problem but not the solution for it, then for Maksimovic a problem did not exist. The idea of a one office chair is still popular. A large office with a long table and usually with ten chairs and ashtrays, equipped with buffet and drinks is the place where precious time is lost, and so is the full table with chairs where people strive to satisfy with food, drinks, etc. That is why when making important decision, a better

⁵ Radosavljević, D., „Innovativity and motivation as the key factor of success“, International Journal of Economics & Law – vol. 3, Faculty for Education of the Executives, Novi Sad, 2012., p. 118-120

⁶ Anthony Cekota, „Tomas Bata, pioneer of self-government in industry“, in The Czechoslovak Contribution to World Culture, 1964, chapter 4, pp. 342-349



solution is to celebrate it with cocktails, so no chair, so the event ends as soon as possible. Therefore, Bata's management saw a big problem in sitting in chairs.

It should be noted that the offices were modestly furnished. The table could have only one drawer in which necessary accessories to perform office duties, such as machines to connect documents, paper clips, pens, chopping, erasers, writing paper needed, and so on could be placed in. Bata knew that tables with multiple drawers, cabinets and other office furniture are a great danger for office administration, because this equipment allows them to leave the document and the individual act and not to respond in time. Thus, the act left in drawers or closets is often forgotten so they do not react in time. It turns out that the biggest problem of forgetting is the fact that is forgotten what is forgotten. Bata also took into account the family habits of its employees, where in making snacks they often used drawer as storage for food, supplies, etc. sought ways to change that.

The management of the factory was practiced that all meetings are held outside working hours. Here a household economy prevailed and rationality in communications. If meetings were scheduled during the working hours, they tend to prolong, because it was more comfortable to be at the meetings, and not to work using a machine. In this situation, the overall intention was those meetings to be short, thematic and problem solving oriented, to present a problem and find the alternatives for its solution, and finally making the decision. The rule was, that the need for the meeting questioned until the meeting is about to begin. It was better to postpone the meeting if it is determined that there is no need for it, but maintain it just because it is planned.

How much previous measure was necessary and beneficial to the business success of Bata company, can be seen in the fact that in the former Yugoslavia, "five hundred to six hundred thousands of people attended meetings every day, which shows the irrationality of the organization, because as long as the meetings of the economic activities are performed, the production was undisturbed although many employees are attending various meetings. It has been shown that such a mass assemblies, causing extra costs for their development and maintenance, but the costs were high, the employees were not working. In this way, the politicization in companies implemented where the political elite imposing political behavior patterns.⁷

1.4. UNION ORGANIZING

In Bata's organization there was no place for unions and union activity, although the trade union existed. The reason of this is in the indisputable fact that when management takes care of the employees, the union has nothing to do. It turned out that the union leadership and integrated work do not have conflicting goals, as many of the leaders, or union leaders think. Therefore, the goal is to be more competitive and better than others are, and on that basis to exercise additional benefits, which will be directly reflected in higher wages, higher living standards and better working conditions. To illustrate the relationship of trade unions and the management of the factory, it is enough to cite the statement of Josip Cazi, who was then the president of union regarding the organizing of the union meetings. Namely, the general

⁷ V. Vučenić: Međuzavisnost strategije razvoja i organizacione strukture" Zbornik radova, Strategija razvoja I organizaciona struktura jugoslovenskog preduzeća, Ekonomski fakultet Beograd, 1990. str.



manager banned trade union president to hold meetings in rural and dirty inns, and told him that meetings must be held in the factory. If the union has any special needs or problems, the factory manager was requested to be informed so he could solve problems together. Then the president of the union informed the general manager that the union wants to establish cultural association and sports game association.

The result of the conversation was that Borovo build and equip a special cultural center with all the necessary amenities and facilities. In this object, they organized cultural and sports activities through several sections, tamburitza orchestra, the folk orchestra, and a rich library. The reason of this is clear. It is better for the employees and their members, and other citizens to be integrated into the system of Borovo, then to be bored or spend time in dirty and smoky pubs. For sports activities, a modern stadium has been built. Particular interest was shown for the management of a football club, which had all the selections. Senior teams competed in the first national league, under the name Bata. In this way, Bata has provided promotion of their empire. The quality of the team and the organization of the club largely reflect the organization and success of the Bata organization. Every detail on the equipment and uniforms, boots, etc. was reflecting the identity of Borovo, which was very acceptable by the club's supporters, and beyond.

It should be noted that the Bata Borovo was thinking on the long run, because a great pace of development was achieved in a relatively short period. For example, Bata Borovo in May 1931, employed 120 workers, and in June 1942, 8680 workers, which was more than the population of the Borovo, which makes it one of the largest shoe factory then in Europe.⁸

1.5. ORGANIZING OF SALES SERVICE

The particular attention deserves the sales organization of the final product. Bata knew that this was the most important functions in any company; it is futile to produce a quality product at a certain price, if it could not be sold. To ensure a successful placement i.e. sale, Bata started from the statement of Frank Bettger borrowed from Dale Carnegie, "There are only one way to indicate that someone does something. Only one way, and that is exactly what he wanted to do. Remember, there is no other way. When someone points out what he wants, he will move heaven and earth to get it."⁹

In this context, Bata was trying to organize its retail network, not just to round off the supply, production and trade, but above all to control this element of the business and to impact on raising sales. It should be noted that from the standpoint of science, integration of production and distribution has certain problems, from the standpoint of providing retail facilities, personnel, etc. leads company in the neglect of specialization, so Bata started from the practical side of this phenomenon, considering that the one who manages sales, manages company. All the major towns have had retail stores, with a clear Borovo sign, with wide, perhaps the widest range of footwear.

Particular attention Bata directed to the stimulation sellers. He knew that only a satisfied seller could make a satisfaction to potential buyer, i.e. to turn a potential buyer into a real

⁸ Bohumil Lehar, „The Economic Expansion of the Bata Concern in Czechoslovakia and Abroad (1929-1938)”, *Historica*, n°5, 1963, pp. 147-188

⁹ Frank Bettger: "How I Raised Myself from Failure to Success in Selling", Global Book, p. 134



one. In this context, Bata constructed the first model of sales prices that ended with the 9. For example, shoes were sold at a price of 99 dinars, which were later adopted by other retailers worldwide. The idea was that such a price is an incentive for the seller, while other retailers this model is introduced to make clear, how much the company is accurate. Therefore, Bata's model of the formation of the selling price stimulated each seller to sell as many pairs of shoes, because the buyers usually paid the shoes with 100 dinar notes. When the cashier tried to return the change of one dinar, the buyer would usually insist that to keep it. If the seller is able to sell 10 pairs of shoes per day, he was able to save 10 dinars, which was equal to a per diem payment or salary.

This is enough to explain how much the seller is interested in selling and converting potential customers into actual. In this way, the benefits are provided for the salesperson and for the factory. If the seller earns 10 dinars, the factory will earn 1000 dinars, and vice versa. If the seller does not earn anything, or sell a single pair of shoes per day, the plant will not have any income, but will have lease costs, staff, heating, etc. In this way, the principle to which once Adam Smith pointed out realize, that what is useful to the individual, and it is useful for the organization, but also for the country, as well as at the global level. In other words, what is wrong or harmful to the individual, is harmful for both the organization and the state. Therefore, the interest of the individual is of crucial importance, because if the plant consists of a happy and successful people, i.e. wealthy individuals, then it will be happy and successful, but also rich.¹⁰

In this way, the functions of traffic integrate to Bata's factories. The higher sales of shoes by the retailer directly stimulated production, because an additional quantity of shoes to fill the shelves was ordered. Seller orders the kind and amount of footwear for which is sure that is going to be sold, and the factory produces shoes for which they are certain to find affordable demand. It turns out that the real purpose of stimulating sales is in the market research. In this way, the plant is released of market research costs; and on the other hand, it shows that stimulating the seller performs the customer, not a factory.

These examples of organizational modalities largely show and prove how it is possible to achieve business success and that often innovations are self-funding, but the wisdom and the ability to sense the business and act effectively.

For many, this businesses model would be ethically problematic, because the tip is illegal and should be prevented, primarily from the viewpoint of system rules. However, Bata systematically allowed the tip, because through the formed price Bata allowed the vendor an award for selling a pair of shoes or other footwear. On the other hand, Bata was thinking that only the satisfied person would leave the tip, i.e. one who is satisfied with the quality of sales, courtesy of the sales staff, etc. Of course, these specific qualities are not that necessary in production because the workers in the factory cannot meet with customers as the most reliable part of the assets of any organization. They do not have to be smiling and friendly, while it is necessary in the shop, because nobody wants to buy from a person who is rude, serious and with grim face or difficulty communicates with the buyers, and so on. Later, this practice will be accept by other companies and in '70s, marketing concept in making management decisions appears that was based on the customer or the market as the main factor that determines what and

¹⁰ Ž.Radosavljević: Menadžment u modernom biznisu, Privredna akademija, Novi Sad, 2006



how to produce. Under the present conditions, a special segment of marketing developed, it is behavior, or consumer psychology, which examines the different groups of consumers and their buying behavior. It is curious that the Bata dealt with consumer psychology, but the sales staff too for more than seventy years, though is not discussed about this phenomenon. In the last decade of the new millennium, behavior or consumer psychology has gained in importance, but the big problem was its practical application. It is shown that the mindset of the consumer, and the mentality of management and managers, is essential to establish a leadership position in the company, but also on the market.¹¹

1.6. ECONOMIC UNITS AS THE NEW ORGANIZATIONAL FORM

The first experiments on introducing enterprise organization by economic units began in 1956, in the Belje state farm from Belje. The basic design of the organizational setting of this experiment was taken from the Bata's organization. Belje farm disposed of approximately 30,000 hectares of arable and fertile land. Had 19 organizational units, with separate administrations, which mean it was relying on decentralized organization. Such organizational structure of the agricultural complex served to constitute as an economic unit with a relatively wide autonomy. This was the logical outcome, given the fact that the economic dimension is primary in every shape and part of the organization. Therefore, the administration too, and manufacturing, transport and logistics components must have in mind the economic dimension, i.e. to achieve the greatest possible success with limited resources. Designing governments as economic units or profit centers in the contemporary understanding, become even more important, as critical factors for business success are in the managerial structures. In other words, the administration has a dominant influence on the determination of the strategic direction of the organization.

It should be noted that the economic units or profit centers are rounded out techno-economic areas or parts within which it is possible to measure and express the results as the basis for allocation under the principles of their participation in the exercise of certain effects. In the period before the formation of economic units, Belje recorded the average yields of wheat, about one and a half tons per hectare, about two tons of corn, about three tons of sugar beets. About a thousand liters of milk a year per cow was realized. The introduction of economic units, these yields multiplied. The main, or one of the main reason cited is that the system of payment was based on two-input tables, which determined the progressive participation of payroll, depending on the increase in production and actual costs. Thus, each worker was interested to realize a higher production with lower expenses. At the beginning of the application of economic units in Belje, there was a need for training of tractor drivers for the successful use of the available equipment. Then was organized a special training center for a tractor in Osijek. It is interesting that this center soon transformed to the school of agriculture in Osijek and then in the Faculty of Agriculture in Osijek.

Successful business of Belje initiated the introduction of economic units in other farms and cooperative organizations, which is especially obvious on the Belgrade agricultural complex, where the world records in agricultural production were achieved. What kind of impact it has,

¹¹ M. Radosavljević i drugi: Mentality as a factor of personal and business success, MK Strategični imperativ sučasnog menadžmentu – vol.2, Kiev 2012., p.419-428.



illustrates the fact that the Belgrade agricultural conglomerate realized 8,000 liters of milk per cow, which was surprising for that time, but for the present too, where the agro-technical and other conditions are much more favorable.

It is important to note that the experiments in the introduction of economic units in Borovo were intensively developed and applied in other industries and businesses. Therefore, in the second half of the twentieth century there was a political decision that all businesses must be organized on the model of economic units of Bata Borovo. This political decision allowed Yugoslavia to become a medium developed country with doubled rate of economic growth and to be the first in the world on that basis. National income per capita for that period in Yugoslavia was higher than the national income in Japan.¹²

The above economic and political trends have led to a situation that economists are more interested in the organization of enterprises by economic units. At the same time, they were getting more independent and did not go to committees as centers of political decision-making, seeking directives and acting accordingly. Politicians responded by introducing economic reforms with which they are returning to traditional forms of organization, which is a big step backwards, with enormous implications for the future. Of course, politicians are in a position to manage the economy, with the established ideological and political affiliation, as one of the most important criteria for the selection and appointment of managers, including the general manager. To this practice in the Republic of Serbia in the present context was given even greater degree of ideologization and politicization.

The outcomes of this situation are well known. There was a breakdown of relatively well-established relationships in organizational systems, reduced work productivity, business inefficiency at all levels and segments of the economy and society, and thus reduced standard of living and general well-being. Instead of the household relations and economics, the consumer economy and other speculative transactions were introduced.

The above indicates that the removal of the principles of the household economy, which has largely been applied in Bata's organization in Borovo, inevitably leads to a crisis, not only in the organization of the economy, but also in all aspects of the social order. This is logical, because it shows that the household, i.e. the real economy, is the basis of all the economies and that without it, no one can be successful, both personally and on a business level.

2. RESUME

Analysis of the Bata Company has shown this is a very progressive company, not only for that time in which it has existed, but also for the future. The principles applied by Tomas Bata at the level of the whole system but also in Bata Borovo, were taking into account the specific characteristics of the environment in which the system is operated. Thanks to high-quality solutions, Bata organization was one of the largest in Europe, with more than eight thousand people, with a strong pace of development, in company, and in the environment.

¹² M. Dostič: *Preduzetništvo i menadžment u malom biznisu*, Autor, Sarajevo, 1996. Str. 35-37.



The special quality of the organization Bata was the use of economic units, as forerunners of modern profit centers. They were clearly defined accountability for the business results, and there was a possibility of distributing the results of the individual contributions in the creation of joint effects in consultation with management. Method of forming sales prices and stimulating the sales staff, i.e. sellers, as the attitude towards tips are also interesting questions, especially since this issue deals with the ethical point of view and that some companies not only did not approve tip, but it was prohibited. However, instead of allocating money to stimulate the sellers, Bata permitted the tip, with which the customers rewarded seller for good service. Organization of the general manager's office, particularly modest equipment, eliminating the privileges of the founders and management, the principle of a one chair in the office is the way to eliminate the "gap" that exists between the top and bottom of the organization and speed in decision-making. Here comes into play the so-called personal example, i.e. the principle which how the other constituents in the organization should behave.

It turns out that the general managers have no moral right to act immediately, and to require different behavior from the employees, from respecting of the technical and technological regimes, to performing tasks, meeting deadlines, etc.

Many experiences and practical solutions in the organization and management of the organization Bata are accepted in contemporary management, primarily in the Japanese management, which is certainly considered the finest in the world. Thanks to a healthy and ecological basis on which the Bata system was based, this organization has provided for a bright future.

REFERENCES

- [1] Bettger, Frank: *How I Raised Myself from Failure to Success in Selling*, Global Book
- [2] Cekota, Anthony, *Tomas Bata, pioneer of self-government in industry*, in The Czechoslovak Contribution to World Culture – chapter 4., 1964
- [3] Dostič, M., *Preduzetništvo i menadžment u malom biznisu*, Autor, Sarajevo, 1996.
- [4] Finley, M.I., *The Ancient Economy*, University of California, 1999.
- [5] Lehar, Bohumil, *The Economic Expansion of the Bata Concern in Czechoslovakia and Abroad (1929-1938)*, Historica, n°5, 1963.
- [6] Radosavljević, D., *Innovativity and motivation as the key factor of success*, International Journal of Economics & Law – vol. 3, Faculty for Education of the Executives, Novi Sad, 2012.
- [7] Radosavljević, M. i drugi: *Mentality as a factor of personal and business success*, MK Strategični imperativ sučasnog menadžmentu – vol.2, Kiev 2012.
- [8] Radosavljević, M., *Необходимость изменения отношения к имитации*, MK Strategični imperativ sučasnog menadžmentu – vol.2, Kyiv 2012.
- [9] Radosavljević, Ž., *Menadžment u modernom biznisu*, Privredna akademija, Novi Sad, 2006.
- [10] Sender, Isabell, *The Bata Empire: A World Apart*, Footwear News, July 3, 1995.
- [11] Vučenović, V., *Međuzavisnost strategije razvoja i organizacione strukture*, Zbornik radova, Strategija razvoja i organizaciona struktura jugoslovenskog preduzeća, Ekonomski fakultet Beograd, 1990.



SPECIFIC ASPECTS OF ORGANIZING AND MANAGING THE "BATA" COMPANY

Radosavljević Dragana¹, Andjelkovic Maja¹, Doroshenko Yuriy²

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia,
zivota.radosavljevic@fpp.edu.rs

²Belgorod State Technological University n.a. V.G. Schukhov, Belgorod, Russian Federation

Abstract. *The modern business is flooded with many postulates of the classical theory of organization and management. Slightly modified, they enabled the creation of large empires that rule the world and with it the tremendous wealth. It turns out that this is not the result of great work, smart decisions and correct relations with customers, and above all especially high-quality products and services that are marketed by the lower prices, but often monopolies, speculative, monetary and financial transactions, and other tricks. Monographs and memoirs of successful business people show us how they created their empires with their positive and ethical sides. The idea is to future generations, i.e. business people, learn through practical examples, how to behave, organize and manage a business. However, what you will not find anywhere else, or is it rare, those are big mistakes that people from the spheres of business, politics, and other areas made, and what their outcome was. It turns out that there is no success without failure, i.e. that they were not infallible in its commission, or not doing. In a number of successful super-managers, their best decision was the fact they did not enter, i.e. they are timely abandoned some businesses. Therefore, "No" can often be more important than "Yes", which has been confirmed many times in the economy and political history. However, Bata is a large multinational company that up to these days remained relatively unknown in the management literature, although it is based on the principles of the host, which means the real economy, and the natural principles of organization and management. It is paradoxical but true that the Bata Company is present in over 70 countries worldwide, and has production facilities in 26 countries worldwide. In its history, Bata has sold more than 14 billion pairs of shoes, which means that almost every inhabitant of the globe has two pairs of shoes from reputable manufacturer and merchant. As the largest seller and manufacturer of shoes in the world, Bata entered the Guinness Book. The company has its own foundation. The aim of this paper is to throw light on the functioning of the empire and thus break away from the "veil" of forgetfulness, and to remind us of some forgotten principles of economizing, organization and management, organizational systems.*

Keywords: Bata, Bata organization, Bata economic units, Bata Borovo



1. INTRODUCTION

The first and fundamental criterion for assessing the quality of an organization is its longevity. Therefore, something that lives long or longer than the other is the quality of its own, and when you exceed the period of the century, it is one more reason to analyze all aspects of life from its beginning until death, as the ultimate origin of which no one can avoid. In other words, everything that is born has to die. The only difference is in the length of life.

Living beings have the specificity that they cannot prolong their life forever, but it is limited biological characteristics of each individual being. However, the organizations, as artificial constructs, consisting of financial, human, financial, information and other resources have the opportunity to extend their life, to become long-lasting and even that long to be able to "eternal youth". The condition for that is that the organization is living with changes, and to change at least as fast as the environment changes. If that doesn't happen, every living being, even organizations are doomed to failure.¹

Bata organization was "born" 1894. Next year it will celebrate 120 anniversaries, which puts it in the class of long-lived organizations. Few organizations, especially from the world of production and distribution of consumer goods, especially shoes, can boast such a number of years, and so to say, to keep "mentally healthy". Certainly, Bata, today is not what it was at the time of establishment thirty, i.e. fifty years ago. This empire has changed and adapted their business to the changes that were taking place at the customers i.e. consumers that came from the market.

If Bata did not change in parallel with changes in the environment, it would be like a dinosaur i.e. like other organizations that disappeared in a relatively short period of time. That's why we insisted that the life with changes is a condition for survival, i.e. that changes are the law of life. However, Bata has resisted to specific challenges, which were a result of the World War I and the Great Depression that occurred in the late twenties of the last century, i.e. the Second World War, which was fought on the soil of Europe and during which Czechoslovakia had enormous material damages and human casualties. When it comes to Bata, the company had to produce military boots with wooden heels, and the customer was army. In these circumstances, Bata has manufactured footwear for military purposes, but at the same time was opening the stores for the sale of civilian shoes, which in itself tells what kind of genius he was. We should add to this one more alpha plus, which is socialist realism as a model that was developed in the Eastern bloc, which the former Czechoslovakia belonged to, and the invasion of the Soviet Union that was made in the sixties. It is well known what impact real-socialism had on the overall social and economic development of these countries. Few empires from the real-socialism did not face the problem of confiscation of their property, preventing or prohibiting private businesses, up to declaring the founders as the enemies and their judicial punishment, and their families are often labeled as undesirable in their own country. Bearing this in mind, it is interesting to answer the question, how Bata succeeded to survive in so turbulent and war conditions?

¹ M. Radosavljević: "Upravljanje promenama i promene u upravljanju", FORKUP, Novi Sad, 2012



2. SPECIFICS OF BATA ORGANIZATION

They say that Emerson once said that, "Organizations are shadows of their founders." This statement applies to Tomas Bata, founder of the Bata Company. It can be compared with Charles Svob, the U.S. Steel King, and Henry Ford, American automobile king. Tomas Bata can be called "the king of shoes."²

a. Bata in times of crisis

It seems that the Bata always operated under abnormal conditions. This company was preceded by a craft workshop for footwear three centuries old, i.e. from 1580. Family workshop from the workshops turned into an industry, thanks to a loan of about \$350, that Tomas G. Bata took along with his brother Antonin and his sister Anne. For the production of shoes, they rented a couple of rooms and purchased two sewing machines in installments. Procurement of raw materials for the manufacture of footwear i.e. leather and canvas they took with the grace period, as the bills as collateral. After a year, the business was successful enough to enable Bata to repay their debts and to take a more relaxed start their own business, which proves that the personal and business success is in the idea, not the money. Of course, in the same way other created their empires in the field of manufacturing, banking, hotel, fast food, etc. More or less, everyone started from scratch, and thanks to the idea and identifying of opportunities, they were able to conquer the world.³

However, only a year from the start, i.e. after repaying debts and loans, Tomas faced financial difficulties and huge debts. To overcome this problem, Tomas decided to produce shoes made of canvas instead of leather, which was a rarity at that time. It was a big hit, because the demand for this type of footwear increased, which has led the company to hire 50 new employees. As the demand for this type of footwear increased, Bata tried to mechanize process, introducing machines for which he finds out in the United States. In this way, Bata has become one of the largest shoe manufacturers in Europe, thanks to mass production. Its first product was "Batovka", massive leather and textile sneakers. This product was unique for its simplicity, style, and affordable prices. In 1912, Bata had a staff of 600 full-time employees and several hundred workers who have worked in their homes in neighboring villages. This great innovation brought large profits to Bata.

During the outbreak of the First World War, in 1914 Bata had dynamic growth, because it produced shoes for the military, which is, after all, and practiced by other manufacturers, i.e. in other countries. In order to meet the military requirements, Bata is tenfold the number of workers, and also increased the number of stores in which the sale was made on the civilian market. Shops were opened in Zlin, Prague, Liberce, Vienna, Pilsen and other places where they sold shoes or boots this manufacturer.

In the big global economic crisis in late twenties, newly formed Czechoslovakia country has been hardly hit. The local currency was devalued by 75%, demand for the products has declined, although it was the satisfaction of basic human needs, and thus the production and

² Booth, Patricia L., and Alison C. Taylor, "Portrait of a Partnership: An Interview with Sonja Bata and Thomas J. Bata", Canadian Business Review, Autumn 1995, p. 6.

³ Ž. Radosavljević: "Tajne uspehe velikih imena svetskog biznisa", Pronalazaštvo, Beograd, 1999.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

number of employees. Tomas Bata has responded to the crisis by reducing prices by up to 50%, and the workers have agreed that their salaries be reduced by 40%. This measure was the only solution, because it shows that in times of crisis, price competition becomes more significant in relation to other measures, such as quality, delivery, design, etc. Since the salary of employees decreased by 40%, which is the expected measures, Bata did this bad move compensate by providing food, clothing, shoes, and other supplies to employees at a discount of 50%. In this way, has established a partnership with the workers, to save the company, but also jobs.⁴

Bata knew that solidarity in times of crisis is coming to the fore and tried that all constituents i.e. employers and workers, to refrain from certain requirements, or benefits that are used in normal times, in order to ensure survival and to create conditions for a better life in the normal course of business.

Previous measures such as reducing the selling price of shoes led to a dramatic increase in demand for shoes. While other manufacturers and competitive factories closed due to reduced demand, Bata increased the production and number of employees. New factories in Zlin covered the area of a few tens of acres, which was amazing for the time, especially when one takes into account the economic crisis and reduced demand. Certainly, Bata has tried to establish a horizontal and vertical integration, and established plants in the production of paper and paperboard containers, producing fabric as lining for shoes and socks. The idea was to keep production under control and to reduce the dependence on the external environment, which is very important in times of crisis. In this way, the Bata empire managed to ensure safety of employees and families on how to obtain their daily needs in housing, education and health care.

In the modern business conditions, general management and organization the practice of Bata Company applies in times of crisis. Bata knew, a large number of business people from different areas accepted that, "the crisis is causing problems, but at the same time provides a chance." What will happen depends on the top management of the company. Able and wise managers will in times of crisis try to make it achieve success along with changed the concepts and, as well as in normal times.⁵

b. Business Philosophy

Tomas Bata has been modest since childhood and a rational man from his childhood until his death, which occurred in a plane crash in the fifty-sixth year of life. This is important to know, because it seems when a man surviving a difficult childhood, that he shouldn't relax in life, especially to enjoy his wealth. However, due to the above, the Bata Company has outlived its founder, which is the best proof of its quality. In modern conditions, it is a practice not to evaluate the performance of managers while they are managing company, but how the company operates at least ten years after the departure of the first man.⁶

⁴ Personal archive of the author

⁵ M. Anđelković, D. Radosavljević, K. Reko: "Crisis management and possible answer", MK Strategični imperativ sučasnog menadžmentu", Kiev, 2012

⁶ "Bata Going on Strong after 70 Years in the Business," New Straits Times, June 11, 2001



Bata's factory in Zlin in Moravia, prior the occupation of Czechoslovakia represents practical application of the principles and the principles of the host economy. How this model was acceptable, primarily because of economic efficiency, it can be seen that was accepted in the former Yugoslavia by political decision in '60s. Bata was host by all criteria by which they were evaluated. Size of a host is not to create an empire and great wealth, but to provide a successor who will continue to preserve, develop and enhance wealth. It always happens, but it happens and will happen in the future in an even greater extent.

Its production was based on the mass production of diverse product range and models of shoes. The expansion of Bata can be seen in the fact that processing workshop area was over 96 hectares. In order to rationalize the production of footwear, Bata opened a special workshop for the production of cardboard boxes in which the packing for produced footwear was made, but a workshop for the canvas for the shoes, workshop for the production of short men's socks, a workshop for the production of rubber for some models, and associated with that, the production of the rubber, balloons and toys. All workshops were provided with high-quality tools, which are constantly being improved and modernized. The spread of automation and machinery directs the production chain were based on the Ford model of production, distribution machinery, conveyors, etc. What is the degree of achieved automation can be seen by the plant for filling a shoe box, where up to 50,000 pairs of shoes was processed daily.⁷

The idea of the company was to implement cost, i.e. price competition, i.e. to achieve a greater effect with the maximum possible degree of rounding and finalization of the production, but also the portfolio. This is significant, because in an advanced stage, the shoe market was more competitive. Consequently, the quality and price were the main elements for manufactured shoes to be sold.

On the other hand, a set of workshops and factories in Zlin acquire high quality features of social organization based on the rules and principles of the host economy, where in each of them was taking care of every expense. Factories had techno-economic roundness and relative autonomy in their work. This was a requirement for a higher level of integration, and for establishing interdependence factories in the scope of Bata organization. This means a situation in which plant was not a goal by itself, but had it was necessary to think about the other parts, and the plant as a whole. In this way, the organization confirmed the earlier rule; an organization that has a greater degree of autonomy has the higher pace of integration. Organizations that are integrated are generally more successful. Integration is the functions of mutual trust and respect. By Adizes, when the values of mutual trust and respect are declining, the value of integration declines too. On the other side, disorganized organizations are wasting a lot of energy and resources, have high costs and are usually unsuccessful.⁸

c. Caring for people

Bata has paid special attention to the concept of integration of employees in the company's development. This requirement is justified because in this way creates conditions for each individual as fully use their skills for personal achievement, and success at the factory level.

⁷ "Andy Serwer: Gates on Gates", FORTUNE, 6. Juli 2009. pp 25-28.

⁸ I. Adizes: "O ličnom razvoju", HASPERIAedu, Beograd, 2012. p. 104.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

It turns out that between personal success and the success of the enterprise level, there is a high degree of correlation. Successful company or factory enabled better standards of every employee, but also the standards of his family. In this way it creates job security as a condition for the exercise and their personal goals, desires and interests. This has led to the need for tremendous business system to be decentralized into the organizational units responsible for business results. It turned out that decentralization increased business success, because in parts the interest of employees to achieve even better results was increased, considering that their economic status was depending on that, i.e. wages, living standards, etc.

Bata and its colleagues show the highest level of simplicity and frugality in the management company. No ceremonies were practiced, have not used any titles, but only functions. Owners and managers have come to the factory as every other employee. They were using their cards on arrival and also at the end of the day, letting the employees are all in the same status, and that they must respect the order and regimen prescribed. The building were the administration was located was not different from the others, and the offices were modestly furnished. The practice has been that there is no parking for the boss. The founder practiced once a week to meet with their colleagues over lunch. The goal of this practice was the integration of individuals into teams and creating team spirit, but also to communicate in a relaxed and informal atmosphere, which provides the most valuable information for the management of the company. The founder knew it is hard to get the information sitting in the office, i.e. in formal communications, especially those that have a devastating impact on business performance. Given this fact, executives are often left in the plants, offices and other places where business activities took place and thus gained an insight into the organization of the system and come to the most important information. In the fifties of the last century, this practice was taken over by the Japanese, and especially their leaders, that have modestly furnished office, dined together with workers and organized fun, through games and other sporting events. In this way, the company's promoted and demonstrated the power and at the same time got the most important information for making business decisions.⁹

Bata has paid special attention to vocational education and training of employees. Part of the income that was belonging to the factory was used for new investments, since the attitude of the administration was that those funds open new factories, and thereby creating new jobs. In the newly opened factories, Bata has organized education and training, and development of children of its employees. They have been educated and trained in a special factory school, which is funded from the profits of the factory. In this way, Bata was trying to round up his empire from personnel training, through production and trade, and thus deliver additional effects and synergy.

The advantage of this school is in the fact that management of the factory know what should be given to workers the future, especially when it comes to practical knowledge and skills to perform certain work activities. On the other hand, those who have completed the Bata school had a safe and provided job and good pay, and that is why the dream of most citizens were to be employed in this company.

Given the economic efficiency achieved by the Bata, in the sixties in the former Yugoslavia have been massive job specialized schools for the education of middle-level cadres at the level

⁹ Ž. Radosavljević: Menadžment u modernom biznisu, Privredna akademija, Novi Sad, 2006. p. 354-355



of individual factories. Large industrial systems that cooperate with world famous companies such as Prva Petoletka from Trstenik, 14. Oktobar from Krusevac, "Rudnik" from Gornji Milanovac, Masinska Industrija Nis have had their own schools for educating personnel to work in their factories. Planning staff has been at a high level, so that all high school students had secured job the factory. Thanks to this, or one of the reasons for the great success of the business at that time was as highly specialized staff for the plant and this provided the best use of internal reserves at the self-organization, which was established by the Associated Labor Act.¹⁰

However, the main benefit for the Bata management was that employees understand that Bata thoughts to their children, which further motivate employees to commit to the company, and keep it as their own, because it provides not only theirs, but the existence of the family, as well as future generations. Due to friendly relationship of the worker to the factory, Bata had no need for security, because all the workers guarding his property, as if it was their property. In this way, Bata has been saving largely because there were no several shifts of the security officers, nor they were not burdened with theft of property, or hostile relationship toward the company.

In order to reach successful education, Bata has organized a special i.e. an exclusive school with the modern pedagogical methods of training young workers. Special attention was paid to talented people and in that way, the company consolidated their relationship with the family. Certainly, Bata has attempted to employ the whole families, which was a rarity, since Ford avoided the employment of family members in their empire. Later, the Japanese car industry, notably the Toyota took over the system, and made impressive results on the market."

Before the Great Depression, the company had its own hospital for treatment and health of their workers and citizenship. Bata School was recognized as a museum of shoes in which you could see the production of shoes from the earliest times to the present day worldwide. In this way, the company's name was etched in the memory of every man. To 1931, Bata had open shoe factories in Germany, England, the Netherlands, Poland and other developed countries. The sudden rise of Bata empire, terminated in 1932, when Tomas Bata died in a plane crash during taking off from the airport Zlin, due to poor weather conditions. The fate wanted Bata's plane to struck the chimney of his building and thus end his life in the relatively young age of fifty-six. The control of the company took over his brother Jan and his son John Thomas Bata. They will manage the company during the twentieth century. Guided by the will of his father, the Bata shoes should be treated not as a source of private wealth, but as public trust funds to improve living standards and provides customers good value for their money. The newly formed management gave an oath that they will continue to pursue their entrepreneurial, social and humanitarian ideals of the founders.¹¹

d. The organization based on production/trade circles

Bata was fond of introducing technological and organizational innovations. Among the first was designed an organization according to so-called manufacturing circles, where each circle was engaged in producing of certain types of footwear (for men, women, children, or the

¹⁰ Ž. Radovanović: Utvrđivanje unutrašnjih rezervi u preduzeću, Ekonomika, Beograd, 1990, p. 29-104

¹¹ Lank, Alden G., "A Conversation with Tom Bata," Family Business Review, Fall 1997, p. 211.



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

leather, rubber, etc.), which was the forerunner of the modern profit centers. Each production cycle consisted of 30-40 workers, and in practical activities was presented as an economic unit. They had a relatively wide autonomy, and the responsibility for the achieved economic results.

The idea was to get employees more interested in the management of decentralized work. Work on the production circle is a mode of chain production with trade relations between economic units i.e. manufacturing circles. The principle of participation is best achieved when in the decentralized part of the exercise the responsibility for the results achieved in the business, because every economic unit would be entitled to the distribution of profit in partnership with the management of the factory, according to the results of, or contribution of individuals in the creation of joint effects.

Part of the profits achieved by the economic unit was deployed to individual funds that are used to resolve family issues, or health problems, problems of disabled persons, etc. In this way, a strong social aspect, solidarity, and humanity that further integrate employees to sacrifice the interests of the factory and its prospects, and contemporary management organization is called socialization, as the first signs of abandoning the classical approach to the management and organization of business systems has been manifested.¹²

Then, Bata focused its managing philosophy to skilled and indirect encouraging and initiating employees to accountability and increased pace of innovation and the development and implementation of innovative ideas, but also for personal training and development of increasingly complex business functions. It stipulates that each economic unit has a relatively high autonomy in the development of new and more sophisticated technologies, such as tailors, sewing and making holes. In this context, a control input was introduced, which proved much more effective than output controls. In fact, the economic unit that starts production has the right and freedom to purchase materials for whose processing it is responsible, and then forwards its semi-products to a unit, which performs the following phases of production. This means that the head of the unit must buy leather appropriate for the phase he managed. Thus, each economic unit is responsible for all the shortcomings of their products and therefore can earn and lose in trade relations.

Trade between economic units is limited by the liability for the units toward other economic units with which business relationships were formed. Certain sanctions were applied in case of disrespecting non-technical and technological disciplines and modes. This was particularly true of sanctions for bad products. Of course, for the second class they were punished, which was reducing revenues, and thus wages in the decentralized district. Such business relations between economic units generate condition that each employee is happy to come to work and to engage totally in the workplace, with the aim of achieving successful economic business unit to which it belongs. That was the new quality of the relationship between employee and the organization, which he belongs to providing greater performance, and better interpersonal relationships, as a key factor of all personal and business success.

One of the most delicate issues in Bata's organization was the relationship of economic units according to technical and other institutions to provide intellectual services, economic units, which would correspond to our common professional services at the self-organization, which

¹² V.Vučenović i drugi, *Samo-organizacija*, FORKUP, Novi Sad, 2011, p. 38.



was established by the Associated Labor Act in the seventies. Bata's organization solved that problem by participation of the institution of intellectual services with a certain level of income and economic units. The idea was that so-called professional, intellectual or services participate in the distribution of the effects of each unit according to its economic success. Therefore, so-called professional services were more interested in the success of economic units.

Previous solution has proven good and also in slightly modified form could be applied to the constitution of an autonomous organization in the former Yugoslavia. This did not happen, because professional services were treated as technocratic centers to which their basic rights and the rights of employees in economic units have been denied. The consequences of such a solution are well known. Namely, the cleverest and most creative part of the organization has been undervalued and marginalized, the huge intellectual potential remains unused, and self-governing organization experienced collapse. With the disappearance of self-organization in Yugoslavia, the bright idea of French utopian socialist management to replace the people with control issues was compromised. It turns out that today no one speaks of this idea, although it has potentials to overcome all other organizational forms.¹³

The overall philosophy of the Bata's organization highlights the need to transform the internal climate of the company using the organizational means. In Zlin there is no union, and Bata seeks to remove ideological and politicization using this fact. The unions are useless here because management teams are thinking on the workers i.e. their living standard and working conditions. The Japanese factories later accepted this philosophy, primarily in the automotive industry.

3. RESUME

Previous analysis indicates and proves that many of the principles of organization Bata have not lost its value, and it is no likely this will ever happen. On the contrary, the Bata organization will gain greater significance over time because to the values that have been established and practically confirmed will be given greater significance in the future. This is because the Bata organization was established based on natural law, which are eternal and do not change from case to case, depending on one's mood. It proves that nothing will arise from nothing, but that everything must have a cause, and that everything must arise from something. In Bata's organization that was work, innovation, organization, and a strong concept of socialization organization.

Bata organization was established on the values of work, responsibility and integration of the employees in the economic units, but the integration of economic units and the plant level as a whole, and their connection with the environment in which they operated. That is why Bata organization is a typical host economy in which the roles are clearly divided, in which everyone known the order and responsibility.

¹³ The most complete investigation of the problem of self-organization in Yugoslavia was performed by the Institute of Economics in Sarajevo, and the findings are elaborated in the project: Samoupravno organizovanje u teoriji i praksi", Volume 1-4, Svjetlost, Sarajevo, 1988, under the supervision of M. Babic



Bata organization is by all criteria was set on the modern of socialization of the organization concepts where the basic mechanism represents decentralization, especially when it comes to manufacturing circles, or economic units, which in modern terms corresponds the profit centers. It is necessary to say that Bata was above all, the host. For the modern business, this statement is important, because there are many highly educated people who have completed well-known business colleges in the world and have a diploma in business management, but do not have a sense of home, or do not have enough knowledge for host, i.e. the real economy. The business schools teach future managers the quantum finance, stock brokerage and speculative, consumer and other unethical activities, while the host economics is almost "expelled" from the theory and practice of management. In such circumstances, the crises are inevitable as the results of primarily managing company in a hostile way. Bata Company is the example according to which the present and future organizations can learn how to do business.

REFERENCES

- [1] Adižes, I., *O ličnom razvoju*, HASPERIAedu, Beograd, 2012.
- [2] Anđelković, M., Radosavljević, D., Reko, K., *Crisis management and possible answer*, MK Strategični imperative sučasnog menadžmentu, Kiev, 2012.
- [3] Babić, M., "Samoupravno organizovanje u teoriji i praksi", Knjiga 1-4, Svjetlost, Sarajevo, 1988.
- [4] "Bata Going on Strong after 70 Years in the Business," New Straits Times, June 11, 2001.
- [5] Booth, Patricia L., Alison C. Taylor, *Portrait of a Partnership: An Interview with Sonja Bata and Thomas J. Bata*, Canadian Business Review, Autumn 1995.
- [6] Lank, Alden G., „A Conversation with Tom Bata," Family Business Review, Fall 1997.
- [7] Radosavljević, M., *Upravljanje promenama i promene u upravljanju*, FORKUP, Novi Sad, 2012.
- [8] Radosavljević, Ž., *Menadžment u modernom biznisu*, Privredna akademija, Novi Sad, 2006.
- [9] Radosavljević, Ž., *Tajne uspehe velikih imena svetskog biznisa*, Pronalazaštvo, Beograd, 1999.
- [10] Radovanović, Ž.: *Utvrđivanje unutrašnjih rezervi u preduzeću*, Ekonomika, Beograd, 1990.
- [11] Serwer, Andy, "Gates on Gates", FORTUNE, 6. Juli 2009.
- [12] Vučenović, V. i drugi, *Samo-organizacija*, FORKUP, Novi Sad, 2011.



CREATIVE DESTRUCTION PROVIDES "A LIFE AFTER DEATH"

Radosavljevic Zivota¹, Tufanov Alksandr², Mihajlovic Bill³

¹ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia,
zivota.radosavljevic@fpp.edu.rs

²Saint-Petersburg state agrarian university, Saint Petersburg, Russian Federation

³New York Institute of Technology, New York, USA.

Abstract: Commercial business in the last two decades of the last century can be summed up in a few words, namely: to anticipate, to order and to control. This was possible in terms of the relative stability of the environment that largely could be controlled, and uncertainties predicted. However, this is no longer and never will be again.

21st century began with the dramatic changes that will be even more dramatic and uncertain. This is related to climate, social, economic, technological, organizational, and other changes. To respond to these changes, organizations will have to change the postulates of classical economics and the organization and to function according to the principles of "the creative chaos". Changes and management will be one of the major challenges for the leaders of twenty-first century. Leaders of the future will need to constantly invent and redesign the organization and leadership, and to use the so-called "creative destruction" as a concept to solve increasingly complex problems.

The paper deals with the problem of reviving the companies that are in the stage of maturity and decline, seeking an answer to the question "can we live after death."

Keywords: creative destruction, creativity

1. INTRODUCTION

Medical science has established there is no life after death. However, Ichak Adizes says that wherever there is a change, there is a life. After death, after a few hours corpse starts to change, which means there are microbes that destroy it, thus confirming that wherever there is change, there is movement, and that movement i.e. changes in lifestyle. Is it possible to transfer these findings to social and organizational systems, and whether the organization can survive clinical death and be brought to life again, and to be successful in relation to the phase of development and maturity?



Famous American lecturer and consultant at the Richard Ivey School of Business wrote a treatise named "Crisis and Recovery" and elaborated the concept of organizational changes, which is more or less applicable to all organizations and societies, regardless of socio-economic, cultural, social, religious, customary and other characteristics. This is the concept of conditional destruction of the existing organizational structure and management processes and re-restoration of the companies. It turns out there is an excess capacity and general saturation in terms of products, services, etc. at the global level that limits development, given that the purpose of any production is to find payable demand. If not, then it does not make economic sense to produce.

In the next period, this saturation will be even bigger, as long as the third world countries are not developing, and countries such as Brazil, Mexico and Argentina do not develop sufficiently powerful middle class in order to be able to purchase products and services and thus balance the supply and demand.

In terms of radical and fundamental changes, it is necessary to respond to quickly and efficiently certain challenges and problems, which are generally unique and unrepeatable. It turns out that the rapid and radical change threatens life and reduces the life cycle of the company, which requires that companies must change at least as fast as the environment changes. If this doesn't happen, the organizations are lagging behind, and ultimately will disappear. This will happen with living beings too, and even a man as conscious and rational living being, which impose a necessity to live and work with the changes, according to the principle that everything is changing, and that the changes are the only permanent thing. In other words, today we live by the principle that nothing is more permanent than temporary solutions, that is, in contrast to the past, looking for an organization that will continuously change and adapt to environment changes. Instead of continuity and longevity that characterized the organization of the twentieth century, in the twenty-first century is expected that discontinuity of businesses and organizations is going to be one of the main characteristics, which will inevitably affect the lifespan of products and services, i.e. organizations.¹

However, any company can extend its life, if live with permanent changes. That happened to Ford, as well as with other companies. Therefore, Ford lives over a hundred years. However, today's Ford does not look at all t Ford from fifty years ago. Ford survived and lived another companies, thanks to their permanent adjustments to customers and market. If this company has not changed and adapted to the market and its demands, Ford would not exist today. Long-lived companies have applied the concept of "creative destruction" and thus successfully completed a high level of turbulences. *(*Z. Radosavljević: *Tajne uspeha velikih imena svetskog biznisa*, Pronalazaštvo, Beograd, 1999. p. 139).

2. "CREATIVE DESTRUCTION", A THREAT OR AN OPPORTUNITY

The starting point for drawing conclusions about the essence of creative destruction is an ecological system, i.e. the natural order and the natural laws of the universe. It is shown that the universe operates on the principles of natural laws, which are objective and act independently of our will, and regardless of whether they know the person or not, or whether they are

¹ John Naisbitt: From nation states to networks, Rethinking the World, pp. 222-225



granted, or denied. Therefore, there is creative destruction in the natural system, and can be relatively easily represented through a lumber camp.

The managers of lumber camps and workers are destroying mature forest trees and low vegetation, including burning, in order to enable its restoration and to create conditions to develop tentatively promising tree. Therefore, the management of lumber camp creates the idea on the reconstruction through an idea that can be seen as the concept of "creative destruction."

Analogous to the above, the company management must learn to help businesses at mature age to disappear, and i.e. when organizations do not have anything new or useful to supply the market. In medicine, this is called euthanasia, i.e. trying to help the sick man dies, to avoid much pain and hard life. In some countries, euthanasia is allowed, whereas in others not, realizing that it is not humane that one person helps other person to die, which is largely transformed into Hippocratic Oath.

Thus, mature companies in terms of technology and organizational needs to destroy themselves, if they want to survive and continue their life after death. Restoration and destruction are inextricably linked, as is the case with birth and death. There is no death without birth or a birth without dying. Thus, mature trees and low vegetation must be burned, or be destroyed, in order to enable the restoration of the forest. Consequently, forest fires that occur in many cases can be regarded as a natural phenomenon in the balance of the environment, not only as a result of drought, high winds and lightning. Yes it's true, it was confirmed by researches, in cases with a large number of fires in the natural order when the cause of the fire is unknown, or when is determined that the fire was not caused by a specific act, or not-doing by a man. In other words, the nature itself is performing the healing of its sub-systems, or performs "creative destruction" in order to ensure the sustainability of the universe. Analogous to the above, self-ignition that objectively exists in the natural order is the controller that ensures that the organizations perform self-renovation and in the same model of change provides its longevity. That is why the universe lives a few hundred million years and will live as long as we are able to self-renew and to establish permanent changes.²

Organizations are artificial systems that connect people, technology and processes, and are similar to ecological systems. Both have their limitations in advanced lifetime. Over the last five decades, higher education management schools provided the professionals who were able to provide the stability of the organization and possible longer life, including the injection to mature organizations and unproductive technology could survive and function. At the end of the last century, we were witnesses of the management training to perform a smart disorganization of the organization, i.e. to wisely "burn" its organization, instead of taking measures to be "fire resistant." In other words, the right choice is that management plans and smartly destroys existing design, technology and other subsystems of the organization, according to the "ethical anarchy" principle. If management does not do so, they risk being destroyed by the competition, but that destruction would be a non-systematic, random, and as such less efficient. Of course, one thing is true, and that is the fact that the end is inevitable, and the only question is who will take part in the destruction of the organization.

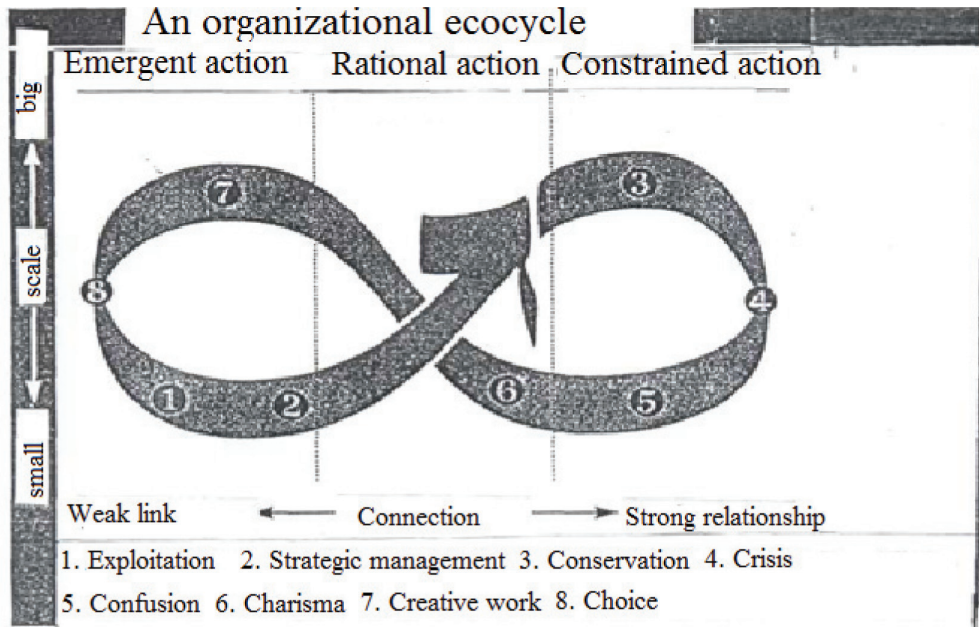
Viewed from this angle, change management challenging the traditional life cycle of technology and approaching it to the ecological cycle in which its individual parts live and go, but the forest as a dynamic eco-system survives through a continuous cycle that occurs in the same

² Warren Bennis, „Becoming a leader of leaders”, *Rethinking Leadership*, p. 150-151.



system of changes through planting, growth, development, destruction and renewal. It can be called an eco-cycle in contrast to the known life cycle, which is usually attributed to individual organisms.

The life cycle is usually described as a curve in the shape of the letter "S" while the eco-cycle consists of two such curves that intersect to form a continuous loop, which can be presented in the following way:



The front part of the loop is known in the conventional life cycle. It monitors the system from birth through maturity and up to decay and dissolution. The second loop is less well-known cycle of renewal of "dead" or the cycle of "re-conception" i.e. revival. It starts off as a result of confusing crisis that breaks limitations that links the system and fragments higher hierarchical structures that monopolize resources. It ends up creating the context in which new organisms in their natural or organizations in the social order can flourish. Therefore, it is the emergence of a whole new cycle of birth and growth.

The change in the eco-cycle is permanent. Sometimes it is painless and almost linear, but sometimes it is rapid and nonlinear. It is clear that reconstruction requires destruction. The only way to create a new space in the forest is to creatively destroy the large-scale structures that monopolize its resources. Consequently, the only way to introduce new technology in organizations is to destroy or remove existing technologies that limit the potential of other resources, thereby reducing the competitive ability.



3. THE PRACTICE OF "CREATIVE DESTRUCTION"

Practice shows that a large number of successful companies perform creative destruction and that were successful in bringing their companies to the top after major stumbling thanks to creative destruction. The most important thing is that tomorrow's leaders will have to learn how to create an environment that accepts change and that change is not perceived as a threat but as an opportunity and a chance. This is the only way to successfully manage organizations in turbulent conditions.

Jack in the Box Company is the world famous fast-food chain, which has come into a mega crisis in 1993, when 600 people were infected eating meat and hamburgers, while 3 consumers died. After this case, and with a series of statements and shifting responsibility to the suppliers of meat, this restaurant chain has come into a major crisis, whose epilogue was a reduced energy and confidence in the quality and safety of fast food that is prepared in this system.³

In 1994, management of the company took the series of actions to restore the confidence of customers in terms of food security and thus turn the crisis into opportunities and chances. The first innovation was the introduction of a system of total control of food from production to consumption known as HASSP, and the introduction of microbiological control of meat and meat products. A control of all segments of the restaurant where the food is prepared and served, including the control of health staff was also introduced, as the new method of promotion. In addition, training of the staff was also provided in order to realize the program.⁴ Thus, this system for fast food saved itself of crisis in order to achieve innovation through leadership positions in the food industry. According to many estimates, if the crisis did not happen, the system would remain at much lower level.

"Intel" company is one of the companies that is continually updated on "parts of open space" created by the constant changes in technology. In the eighties, the crisis has played a major role in how to get them to leave the production of memory chips (which was the basis of their previous success) and facilitate their transition to the production of microprocessors, which then was in its infancy. When the memory chips have become commodities for the market, "Intel" was not able to sustain in the market that Japanese were increasingly taking. The catalyst for the decision to abandon the technology, even though it was the root of their successful business, was a crisis that has led the company in a difficult situation.

In the mid seventies, "Pentium Flaw" crisis, started due to a seemingly small error in the new micro-processor chips, promoted "Intel" and paved the way for a radical revision of quality standards of the "Intel" (the whole branch of production) both in the field of "hardware" and in the area of "software".

The concept of creative destruction that 3M Company has used creates new opportunities and prospects. This company seems to institutionalize systematic "burning" of its companies ready to be suspended with the help of internal methods. They insist that each department or business produces at least 30% of its sales on products created in the last four years. At the same time, the culture of the organization supports special activities - for example, they allow employees to work on personal projects up to 15% of their working time. The famous story of the Post-it™ and initial rejection by higher officials shows the more subtle cultural aspects of

³ <http://www.jackinthebox.com/pressroom/index.php?section=6>

⁴ "Safe Food Rapid Response Network", Safe Food News 1, no. 3 (spring, 1997)



3rd International Conference
”Law, Economy and Management in Modern Ambiance”

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

the 3M Company, which facilitate the mobilization of talents of their own people. In the case of 3M, not only there is no attempt to make the company “non-flammable”, on the contrary, it is as if it is already addicted to the fire. Exposing business to changes in the business environment and the characteristics of the business, allowing them to renew the company and thus prolong its lifespan.

Finally, destruction or crisis is the moment to start a business. To open a bank in the midst of the greatest crisis in late 2008 and early 2009 sounds amazing. However, Meredith Whitney, an old American banking analyst said, “Today is the best time to open a bank. Firstly, the new bank starts with a balance sheet and income statement that are clean as a whistle. Second, earnings are increased due to a healthy relationship between the extended loans and deposits available. Third, there is a good relationship between the interest that bank gives on time deposits and deposit rates, i.e. interest rates that banks pay for loans. The best is to compete with banks that do not lend at this moment. They are more concerned about their balance sheets, and not for new loans.”⁵

Regarding this, there is a logical question, what allows a company to revive after death, and even to overcome its most successful period in the phase of “youth”?

Certainly, those are not the people or their property, nor are customers or suppliers. “It” is not a natural or legal structure, or the products and technology. All this can be changed quickly and easily. “It” may be only intangible “things” - common beliefs, stories, memories, visions and values. Only they can give meaning, inspire people - regenerate, and rejuvenate the organization. If all that changes, but not the awareness and attitude toward the technology, the organization is doomed to extinction. The main problem that arises in this context is to raise awareness of people that are constantly changing or destroying the unnecessary knowledge, and habits that have to constantly acquire new knowledge, skills, and new habits. It turns out that it is impossible to acquire new skills and habits, if not eliminate outdated and unnecessary ones. Therefore, in the present conditions the major problem is how to forget the old and to adopt new and more advanced.⁶

This is also true when we are talking about people who used to work for any organization for which they were emotionally attached. When everything else is gone, they still remember their vision, values, and social contexts that are sometimes inspired by the commitment of thousands of people to stay and work together. Wherever they are after that, these contexts can be recreated and knowledge about them can be transferred to the next generation. Thus, “the company” remains as a scheme of interactivity in the vast network that is far from the boundaries and possibilities of our understanding. However, through this network connection they have the potential to be reincarnated in a new, formal organization at any time, thanks to the introduction of new technologies and organizational forms.

Perhaps, in the long run, this is the only way for organizations, which are artificial creations made by humans, to survive and continue to further implement its mission.

⁵ Fortune, 25 May 2009., p. 58

⁶ Ž. Radosavljević: Menadžment znanja-od predvodništva do mastralnosti i dalje, FORKUP, Novi Sad, 2004.



4. RESUME

"The creative destruction", as a phenomenon results from the natural order and natural laws. As such, the analogy can be applied to social and organizational systems. "The creative destruction" as a concept overcomes the theoretical aspects and boils down to a practical course of survival, growth and development of every human being, even the organization as a group of people related to successful achievement of common goals. Example of abandoning Zelezara Smederevo by U.S. investors confirming the above statement, because the steel mill is for a long time in a state of unsustainability, which is why it wasn't worth keeping it while producing huge losses.

In other words, when organizations experience "a clinical death", i.e. when they are not able to offer the products or services on the market to meet their demand, the management has to renew it or destroyed, in order to establish a new, sustainable and organization that will pursue their interests through the production and marketing of quality products at the lower price. For Serbian companies and management, it is necessary to diagnose the stage in which each organization is and that in accordance with established diagnosis prescribes treatment for its cure, and if that is impossible, to apply the principle of euthanasia according to the creative destruction to destroy it, in order to start a new organization that will emerge like a phoenix that is able to provide its own survival through competition on the market. Maintenance of failed companies in the state of "clinical death" in the long run slows or destroys other successful companies and organizations through metastasis.

BIBLIOGRAPHY:

- [1] John Naisbitt, „From nation states to networks“, u knjizi: *Rethinking the World*
- [2] Warren Bennis, „Becoming a leader of leaders“, u knjizi *Rethinking Leadership*
- [3] www.jackinthebox.com/pressroom/index.php?section=6.
- [4] Kolorado, Državni univerzitet, kooperativni dodatak: "Safe Food Rapid Response Network", Safe Food News 1, no. 3 (proleće 1997).
- [5] Fortune, 25. maj 2009.
- [6] Ž. Radosavljević: Menadžment znanja-od predvodništva do maestralnosti i dalje, FORKUP, Novi Sad, 2004.



SOCIAL RESPONSIBILITY AND QUALITY OF LIFE IN MARKETING

Rajević Dragan

¹ ALFA University, Belgrade, Faculty for Education of the Executives, Novi Sad, Serbia
Kotor, Montenegro, drajevic@t-com.me

Abstract: *The modern trends of big business systems, as well as the interactive environment realize complex relationships. The rapid economic development, pollution and inappropriate exploitation of natural resources and disrespecting of the basic rights of consumers, with the aim of obtaining the greatest possible profits are just some of the reasons for the social responsibility of each company. Therefore, the basic assumption is that with the elimination of these things, it is possible to provide the general welfare of society, in order for people to choose and achieve the perfect style and quality of life. Contemporary modern enterprises is increasingly becoming integrated into society, and show a growing interest in social responsibility and quality of life, according to the needs and interests of the people.*

Keywords: *social responsibility, quality of life, consumer welfare, ethical business*

1. INTRODUCTION

Social responsibility is the belief that the company has an obligation to society to preserve and protect the environment from undue devastation, and contribute to a better and safer quality of life of citizens.

Wikipedia, the internet encyclopedia, under the social responsibility of companies defines "the concept that requires commercial entities to take care of all the stakeholders in all aspects of its business activities, or responsibilities of companies towards society and seriously consider the impact that actions of the company have on society."¹ That also indicates the commitment of management, in addition to meeting the economic interests; it must take into account the broader social goals. The most complete explanation of such a thesis is the fact that the company's operations were socially acceptable; it has its focus to transfer from cost-benefit analysis to social analysis. This can be attributed to application of the concept of social marketing where the company must not only think about the terms of sale of goods and the acquisition of high profit, but rather how to turn its marketing efforts in addition to this, into a useful and positive social good. "Following the principles of social marketing, enlightened



company makes marketing decisions taking into account the wishes and interests of consumers, enterprise requirements and long-term interests of society.”²

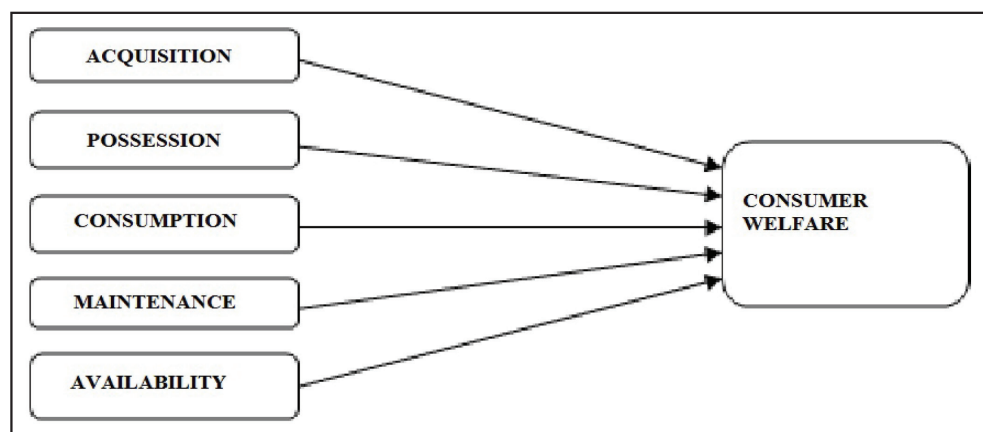
The global idea of sustainable development, responsible and respectable business grows into a kind of global movement.

Social responsibility and quality of life

The social responsibilities of companies include:³

1. Efforts to conduct business activity in the public interest;
2. Positive response to the urgent priorities of the company;
3. Expressing willingness to meet, not to be in conflict with solving social problems
4. Alignment of interests with shareholders and wider social interests;
5. Functioning and behavior in the style of “a good citizen” in the region;
6. To explicitly respect social and ethical responsibilities of companies;
7. Improvement of education, the arts and the community health;
8. Contribution in solving general-human and social problems and improving the community

Figure 1: Dimensions of consumer welfare



Source: Grbac, B., Loncaric, D. - "Ponasanje potrosaca na trzistu krajnje i poslovne potrosnje" EFRi Rijeka, 2010, p.197.

Management of social activities and responsibilities toward the society is one of the three key tasks of management. "There is no institution for itself and it is not a goal for itself. All of them are the authority of society and they exist for the society" - Peter Drucker. Thus, a social responsibility has become a desirable form of business strategy in the development of any modern business system. Social responsibility and profit are complementary, i.e. many high-profit companies must be the most responsible companies. In addition to the objective



of satisfying the needs of consumers, there is also a subjective feeling of satisfaction. Accordingly and along with the appropriate terminology, we use of the term - consumer well-being. Consumer well-being is defined as "a satisfaction with the appropriation and consumption of goods and services,"⁴ i.e. "the satisfaction of specific categories of goods and services to be procured through retail institutions, relations with the sales staff and interactions with other sales and service institutions."⁵

The consumer well-being include the following five dimensions, namely: ***acquisition, possession, consumption, maintenance and disposal***

Acquiring economic goods, refers to the general evaluation regarding the purchase of products and services such as (product range, quality and price of the product, store look, courtesy of staff, etc.) therefore, involves decisions about the retail institutions, sales, pricing, promotion and location with a view to achieving customer satisfaction in the purchasing process.

The possession of economic goods encompasses ownership of consumers over different types of products of durable value (e.g., house, apartment, car, boat, furniture, etc.). It also includes a number of decisions on the implementation of the marketing mix of the company, in order to maximize satisfaction with the possession of economic goods.

Consumption of economic goods involves a series of decisions about the product or service, which will make benefits and satisfaction to consumers.

Maintaining economic goods implies the possibility that a consumer has available so the purchased products are correct and useful. This includes decisions on the repair and maintenance of products to achieve customer satisfaction, durability, safety and the continued development and use of the product.

Economic resources disposal involves decisions about the design and management of the product in a manner safe for the environment, as well as decisions that contribute to the high level of customer satisfaction, while handling such products.

The core values that are universal and accepted by the majority in the region require to each profitable enterprise to act in accordance with the positive business ethics. Ethics sets standards of what is good and what is bad in the management and decision-making, and is closely associated with social responsibility. Under ethical business standards, we mean the following five rules:⁶

1. ***The Golden Rule*** - Treat others as you expect others to treat you.
2. ***The utilitarian principle*** - Behave so the results of behavior are the greatest good for the greatest number of subjects.
3. ***Kant's categorical imperative*** - Behave so the action you have taken, under certain circumstances, be a single law or rule of conduct.
4. ***Professional ethics*** - take action in such a way that the disinterested group of professionals, colleagues will properly and duly consider them
5. ***Television test*** - A manager must always ask itself, "Would I feel comfortable explaining to the public over the national television networks, the reasons why I take this action?"

The process of ethical decision making in marketing impact *personal moral standards of each individual, relationships, and relationships in a company, organization or institution, and opportunities within and outside of the business environment.*

Numerous studies show that business ethics and profitability of the company are not mutually exclusive terms. Companies that have implemented a system of business ethics in its busi-



ness realized significantly better results than those who do not. Marketing experts are aware of the fact that business ethics is closely associated with the orientation towards consumers. All consumers and other businesses with which they do business, and will be seen as socially responsible will recognize only companies that operate according to the principles of ethical behavior, as the preferred partner. The Code of Ethics will have sense and be meaningful and distinctive, only if the same applies to all employees without exception. Simply put, dealing business on the principles of ethics codes is always profitable for the company. One of the ruling theory suggests there is a so-called "iron law of responsibility" that is applicable to the present relations between business systems and institutions of the community. According to this theory, society has given institutions of operating systems (business) a lot of power in creating new values, and therefore institutions should use this power or influence, in order to comply with social responsibility. The amount of attention business management gives to social responsibility increase significantly and continues to grow. One of the reasons for this increase is the fact that consumer awareness and perception changes radically. The quality of products or services is no longer the most important, because consumers are increasingly showing interest in attention to how company acts in the market and what they do outside of the main sphere of existence. In essence, in the policy of corporate social responsibility in relation to the community, it is necessary to emphasize:

1. *Formulating and proclaiming the values, principles and codes of behavior of every company in the market;*
2. *Improving the quality of employment, transfer and application of new safe technologies and knowledge;*
3. *Raising ethical and business standards;*
4. *Development and training of human resources;*
5. *Insurance and high quality products;*
6. *Confrontation and fight with corruption and illegal economic measures*

Greater integration into society organizations is crucial for the complete failure of the global market of products and services. International Organization for Standardization has launched the development of the future ISO 26000 standard, which will give the voluntary experience of social responsibility. All documents generalize the notion of social responsibility, in order to emphasize the generic nature of standards. That would bring additional value to existing work on social responsibility, in the following way:

1. To develop an international consensus on what social responsibility is and means and what issues regarding its implementation it is necessary to deal with;
2. To provide guidance regarding translating principles into concrete actions, and
3. To embrace and implement best practice that already exist and expand it to globally and comprehensive, for the benefit of the international community

The term **quality of life** usually describes factors that have an impact on the living conditions of companies or individuals. Generally, the term quality of life refers to the degree of well-being of an individual or a group of people.⁷ Individual orientation of wide range of disciplines that address the quality of life is a factor that affects the quality of life and explains a variety of definitions. One of the factors is physical well-being, but in addition, there are many other factors, such as education, employment opportunities, social status, and involvement in community, relationships with family and friends, emotional well-being, etc. (Table 1).



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

Table 1: Basic dimensions of quality of life

Felce, 1996	Schalock, 2000	WHO, 1995	Hagerty, 2001	Cummins, 1997
Psychology	<i>Psychology</i>	<i>Health</i>	<i>Social indicators</i>	<i>General population of adults/students/intellect. disorders</i>
<i>6 dimensions</i>	<i>8 dimensions</i>	<i>6 dimensions</i>	<i>7 dimensions</i>	<i>7 dimensions</i>
<i>Physical well-being</i>	<i>Physical well-being</i>	<i>Physical well-being</i>	<i>Health</i>	<i>Health</i>
<i>Material wealth</i>	<i>Material wealth</i>	<i>Environment</i>	<i>Material wealth</i>	<i>Material wealth</i>
<i>Social welfare</i>	Belonging to community	Social relationships	Belonging to community	Belonging to community
Productive welfare	Emotional welfare	Psychological welfare	Emotional welfare	Job and productive activity
Emotional welfare	Emotional welfare	Psychological welfare	Emotional welfare	Emotional welfare
Rights and civil welfare	Rights			
	Interpersonal relationships	Level of dependency	Relationship with family and friends	Relationship with family and friends
	Personal development			
	Self - determination	Religion	Personal safety	Security

Source: Schalock 2004

As an academic discipline in the quality of life appeared in 1970, and in 1974 was confirmed and considered by the scientific journal *Social Indicators Research*, and the *Journal of Happiness Studies* that enabled discussion about it, what are the two main starting points in the study of happiness:

- 1) *Theoretical* experiments of the good life
- 2) *Empirical* research on subjective well-being

International Society for Quality of Life Studies (ISQOLS) serves as a base to academic researchers working in this field, and organizations such as UNESCO, the OECD and the World Health Organization sponsor many studies on quality of life. As one of the main themes, it is a part of philosophy, medicine, religion, politics and economics. Quality of life is a complex and individual, and can be evaluated based on a number of common parameters. Some authors state that the quality of lives is happening at very subjective criteria, while others believe that the assessment of the quality of life of individuals largely depends on the individual temperament. In this wide range of different reasons, the quality of life has been marked as a desired outcome of services in mainstream and special needs in the area of education, welfare, social services (mainly for the disabled and elderly), and more attention on the politics of public and private sector at all levels. In an effort to determine the conceptual clarity, the researchers



gave a typology of definitions of quality of life, so Taillefer identifies three types of quality of life models:⁸ (Table no. 2)

Table 2 Three types of quality of life models

Type	Description
The conceptual model	A model that defines the properties and dimensions of quality of life (a sophisticated type of model)
Conceptual framework	Model that describes, explains, and predicts the nature of the inter-relationships between elements and dimensions of quality of life.
theoretical framework	Model that includes elements of the structure and its relation to the theory that explains them (the most sophisticated type of model)

Source: Taillefer et al, 2003

Marketing of quality of life is a special form of thinking and conducting business activities. Production, delivery and consumption of products, services, ideas and programs, and their promotion and determining the quality and price, in the long term contribute to the improvement of living conditions in a particular region, with identical achieving of a satisfactory level of target groups, as minimizing associated side effects.

Marketing philosophy of the quality of life is implemented in practice by adopting positive marketing decisions, using the application of the marketing mix. Each planned activity is viewed from the perspective of all internally influential groups (customers, suppliers, owners, employees, residents in the area of business entity and other entities). In this way, a balance and promotion of the welfare of consumers achieves, while minimizing adverse impacts on other groups. Defining of the longer timeframes for achieving financial goals, and creating partnerships with stakeholders is a specificity of quality of life marketing. Dilemmas, in terms of decision-making, can occur in all areas of marketing activity, especially when making decisions about products, pricing, promotion and distribution.

2. RESUME

Each business entity, if it wants to position itself in the market, as the main goal has the delivery of quality value of the products or services to consumers. Delivery starts with shaping values of acceptable offer, in accordance with the results of the needs, desires and expectations, as well as the correct business policy and expectations of positive results from the company. Marketing experts must make a series of decisions regarding the marketing mix elements, and must make efforts to avoid unethical practices that might jeopardize the rights of consumers. *Safe and quality product* intended to be used is one of the basic rights of consumers. Connection between the product and the benefits it provides to consumers stems from the basic functions of the product, which means the satisfaction and gratification of its needs. The positive influence of marketing in relation to the delivered product and service is reflected in the di-



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

versity of supply, innovation, delivering new values, increased choice of products and brands, improved product quality, better and complex service, rising of the living standards, etc.

However, the products can have a negative impact on the quality of consumer's life when it comes to products of bad quality, which contain ingredients harmful to human health and the environment, which do not meet established standards.

By checking the products with the brand name, the identification of product is simplified providing tested quality, and that is why consumers often choose well-known brands. Mark is also a status symbol, and with some consumers that increase their level of satisfaction. Packaging and ease usage has protective and informative - promotional function. The product must be packed in such packing materials that will preserve its quality and will not adversely affect its composition. In addition, it may not be harmful to the environment while disposing. Information and promotional function of packaging are also properties that can enhance the usefulness of the consumer, as the true product information (expiration date, composition, etc.) is very important and useful for the use and consumption of the product. Marketing experts who seek to improve the welfare of consumers, the decisions about the product or service made primarily for the customer satisfaction and long term relationship with them, without diminishing the benefit of other stakeholders.

The price is usually formed based on market demand, production cost and competition price in the market. There are various methods of pricing, but marketers who want to improve the welfare of consumers, unless the applicable criteria, will take into account the possibility to deliver offer in the best possible way at a price that is affordable to consumers. In this case, the price will be determined based on three main criteria - "the perceived value, accessibility, price and welfare of other stakeholders"⁹ Unethical practices in relation to consumers, with unjustified price increases, which cause greater financial allocations when purchasing products or services, should be avoided, primarily identifying the high prices with the aim of achieving higher profits, agreed pricing with the competition, subsequent price increases, predatory pricing (setting very low prices to eliminate competition) raising prices in order to exploit customers in need, non-displaying of prices, etc.).

Communication with the market is one of the areas of marketing where a number of ethical problems appear. Most often this is related to advertising but with other forms of promotion, such as personal selling, sales promotion, direct marketing, etc. "Economic propaganda promotes the sovereignty of consumers, informing them of the conditions of purchase, it is more cost effective than other forms of promotion through economies of scale, price reduction, and it is the source of financial support to medias"¹⁰. It is related to the positive effects of advertising, but on the other hand, promoting bad products, creation of artificial barriers, fair competition, environmental pollution, promotion of dissatisfaction due to increased consumer expectations, creating insecurity and denial of consumerism are the negative impacts of advertising. In addition to these adverse effects, in this group we can point out the emergence of materialism, which influences the way people look for meaning in life and in the consumption of products and services. By presenting an idealized image of reality, which is the opposite of the real and objective picture of reality, through media is another in a series of negative impact on the psyche of consumers. To avoid this, it is essential that marketers do business in accordance with ethical principles, and not to mislead consumers by false infor-



mation. An additional education of consumers is desirable, which will help them to improve their quality of life.

Efficient distribution implies optimization of the following factors, "transport infrastructure should be able to shorten the duration of the process of distribution and transport should be efficient and optimally utilized, storage areas should be sure to avoid damaging the products, as the effective control of inventories and the optimal location."¹¹ Meeting of the needs of this kind contribute to quality of life and consumer satisfaction in general. Residents of areas with an organized and orderly distribution network, have multiple benefits that manifest financial savings, timesavings, because their needs can be met near the place of work or residence, which further contributes to their mental and physical well-being. In contrast to the foregoing, the poor distribution system results in negative consequences for the consumers' quality of life. Poor infrastructure and poor maintenance of vehicles leads to the destruction of the environment or reducing the quality of the product. Dissatisfaction with the store location, available working time, layout and conditions of the store, as well as being unfriendly sales staff has tremendous effect on consumer dissatisfaction. Attributes that contribute to the hedonistic values "of pleasure and happiness in shopping" (location, price, selection, promotion, style, quality of service, the general impression etc.) are directly associated with the distribution system, which allows its infrastructure to meet the needs and quality of life of consumers. Delivery of quality value to consumers, without compromising the interests of other stakeholders, with the proper application of the marketing mix elements prove it is possible to achieve the interests of manufacturers, consumer satisfaction at the same time, without compromising the quality of life for both present and future generations.

REFERENCES

- [1] http://sh.wikipedia.org/wiki/Društvena_odgovornost_preduzeća, datirano 12.02.2012 god.
- [2] Kotler, Ph., Wong, W., Saunders, J., Armstrong, G., - "Osnove marketinga" - Četvrto izdanje Mate, Zagreb, 2006 god. str. 17
- [3] Mason, J. B., Ezell, F. H., - "Marketing Principles and Strategy", Business Publications, Texas, 1987 god. str. 757
- [4] Leelakulthanit, O., Day R., Walters, R., - "Investigating the Relationship between Marketing and Overall Satisfaction with Life in Developing Country" Journal of Macromarketing, 11, 1991., 1. str. 3 - 23.
- [5] Meadow, H. I., - "The Relationship between Consumer Satisfaction and Life Satisfaction for the Elderly" London, 2001 god. str. 265 prema Grbac, B., Lončarić, D., - "Ponašanje potrošača na tržištu krajnje i poslovne potrošnje" EFRi Rijeka 2010 god. str. 197.
- [6] Laczniak, R. G., citirano iz Peter, J. P - Donnelly, J. H - "Marketing Management - Knowledge and Skills" - 4th edition, Richard D. Irwin, Inc, 1995 god. str. 260
- [7] http://sh.wikipedia.org/wiki/Kvaliteta_života, datirano 12.02.2012 god.
- [8] Tailefer, M. C., Dupuis, G., Lemay, S., - "Health - Related Quality of Life Models" Systematic Review of the Literature. Soc Indic Res, 2003 god. str. 293 - 323



**3rd International Conference
"Law, Economy and Management in Modern Ambiance"**

.....
LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- [9] Sirgy,M.J., - " Handbook of Quality of Life Research " str.180. prema
Grbac,B.,Lončarić,D.,- " Ponašanje potrošača na tržištu krajnje i poslovne potrošnje
"EFRI Rijeka 2010god.str.203
- [10] Ibid.str.204
- [11] Ibid.str.203



THE ROLE OF DIPLOMATIC AND CONSULAR MISSIONS IN ELECTORAL PROCESS

Rizvić Kenan

Travnik University, Faculty of Law, Travnik, Bosnia and Herzegovina

Abstract: *The key role of diplomacy is that through diplomatic and consular missions represent interests of its country abroad and in the same time promotes its interests and goals. In addition to its core functions, diplomatic and consular missions have a less known role and authority to participate in the electoral process as a direct participant during election. In this paper, I will try to explain the role of diplomatic and consular missions in the electoral process, the manner in which the electoral process is carried out in the diplomatic and consular missions, to determine what are the sources and international legal acts enabling election conducting in the territory of another state, to define what legal acts of domestic legislation are dealing with this issue, and finally, to suggest motives, reasons and specificities of electoral process in diplomatic and consular missions.*

Keywords: *elections, electoral process, diplomatic missions*

1. INTRODUCTION

A well-known fact is that most countries in the world respect the civil and political rights of its citizens. The right to vote belongs to a group of political rights and it is achieved through "political participation", or giving citizens the right to elect their own representatives and to be elected as representatives of the public office. Theories of rights classified voting rights in the norms of national law, although it should be placed in public international law, considering a number of international human rights treaties that have been signed and ratified by most member states of the United Nations which establish universal and equal voting rights, prohibition of discrimination in the electoral process, confidentiality and frequency of voting, and determination of voting procedure.



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

.....

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

The individual as the citizen has no such international personality and the only way to realize its right to vote is through the norms of national law governing the right to vote and the electoral process, State, as a signatory of international treaties, obliged to include norms of international agreements in their national laws i.e. electoral laws, whose observance of international relations shows the level of democracy in the country and how it relates to its citizens. In addition, international agreements are one of the sources of international law indirectly applied in domestic law. The particularity of some treaties is that compared to a state signatory, they have built-in mechanisms to affect to compliance of taken obligations through direct or indirect coercion.

2. NORMATIVE SYSTEM OF ELECTORAL RIGHT IN THE NATIONAL LEGISLATION

The right to vote, as a basic human right in modern economies today is usually guaranteed by the Constitution and its realization is regulated through the electoral law which establishes legal norms¹. Electoral legislation regulates the entire electoral process that involves all stages of realization and protection of voting rights from the announcement of elections, nomination procedures, promotion of candidates, electoral silence, bodies for the conduct of elections, the voting procedure, the contents of the ballot, voting, voting time, maintaining order and peace during the elections, establishing the election results, the counting of ballots, election rights protection (remedies in the electoral process, electoral disputes), to supervise the constitutionality and legality of elections and other actions that may be different from country to country. Electoral rights of modern states can generally be divided into extensive in which the

¹ Election laws, regulations, instructions and other legal acts



electoral law is standardized in more laws² and easy, in which electoral right is standardized

² I cite the important laws and regulations whose provisions directly or indirectly the election process in the Republic of Croatia regulate, which is one of the examples of countries where the electoral system is standardized through several laws: Constitution of the Republic of Croatia (Official Gazette No. 56/90, 135/97, 8/98 - text, 113/00, 124/00 - text, 28/01, 41/01 - text, 55/01 - corr., 76/10 and 85/10 - text), Constitutional Law on National Minorities (Official Gazette No. 155/02, 47/10 - Constitutional Court Decision – the art. 38 is repealed, par. 3 and 80/10), Law on the Election of the President of the Republic of Croatia (Official Gazette No. 22/92, 42/92 - corr., 71/97, 69/04 - Constitutional Court Decision, 99/04 - corr. Constitutional Court Decision, 44/06 - in. article 27 par. 2 of the Law on the State Election Commission of the Republic of Croatia - the provision under Art. 21, par. 1 Law on the Election ... and 24/11 - in. article 52 of the Law on financing political activities and election campaigns - superseding the provisions of Art. 16 of the Law on elections...), the Law on the Election of Representatives to the Croatian Parliament (Official Gazette No. 116/99, 109/00 - interpreter., 53/03, 69/03 - text, 44/06 – see the Art. 27, par. 1 of the Act on the State Electoral Commission of the Republic Croatia - the provisions of Art. 45, 46 and 47 Law on Elections..., 19/07, 20/09 - interpreter. 145/10 and 24/11 - in. Article.52 of the Law on financing political activities and election campaigns - ceased to apply the provisions of Art. 31, 32, 33, 35 and 36 Law on Elections, 93/11 - Constitutional Court Decision and 120/11 - text), the election of Members of the House of Representatives of the Croatian Parliament (Official Gazette No. 116/99), Report of the Constitutional Court no. U-X-6472/2010 of 8 December 2010, on the unequal voting rights in certain constituencies Articles 2 to 11 Law of the constituencies for the election of Members of the House of Representatives of the Croatian Parliament (Official Gazette No. 142/10), Law on Election of Members of representative bodies of local (regional) self-government (Official Gazette No. 33/01, 10/02 - The Decision CCRC, 155/02 - in Constitutional Law on National Minorities, 45/03, 43/04 - Constitutional Court Decision, 40/05, 44/05 - text, 44/06 - in article 27, par. 3 of the Law on the State Election Commission - provision of Art. 30, par. 2, 3, 4 and 5 of the election of members of representative bodies of local... 109/07 - in. article. 93 of the municipal elections, mayors, prefects and mayors of Zagreb - superseding the provisions of Article 38. law on election of members of representative bodies of ... and 24/11 - in. article. 52 of the Law on financing political activities and election campaigns - the provision of Art. 21 of the Law on Election of Members of Representative Bodies of ... shall cease to apply in relation to the election of members of representative bodies of local (regional) self-government, and continues to apply in respect of elections to the Council of National Minorities), the right of nationals of other Member States European Union in the elections for representative bodies of local (regional) self-government (Official Gazette No. 92/10), Law on the election of municipal mayors, mayors, prefects and mayors of Zagreb (Official Gazette No. 109/07, 125/08 and 24 / 11 and 150/11 - in. article 52. law on financing political activities and election campaigns - ceased to apply the provisions of Article 27., 28, 29, 30, 31 and 32 of the Law on Elections) Act on Local and Regional (regional) self-government (Official Gazette No. 33/01, 60/01 - authentic interpretation, 129/05, 109/07, 125/08 and 36/09), the City of Zagreb (Official Gazette No. 62 / 01, 125/08 and 36/09), Law on Election of Representatives of the Republic of Croatia in the European Parliament (Official Gazette No. 92/10), rules on handling electronic media with national concession in Croatia during the election campaign (Official Gazette No. 165/03 and 105/07), the Electoral Code of Ethics, the Law on Referendum and other forms of personal participation in the exercise of state power and local self-government (Official Gazette no. 33/96, 92/01, 44/06 - in. article. 27, par. 4. The Act on the State Electoral Commission of the Republic of Croatia - the provision under Article 13 of the Law on referendum ... 58/06 - Constitutional Court Decision - terminating new article 8h prescribed by Art. 9 of the Law on Amendments to the Law on Referendum ... (National Gazette No. 92/01) 69/07 - Constitutional Court Decision - Art. 6, par. 1 of the Law on Amendments to the Law on Referendum... (Official Gazette No. 92/01) is reversed in part as follows: „residing and reside in the Republic of



by one or two laws.³

3. ELECTORAL RIGHT IN THE INTERNATIONAL TREATIES

Regulation of international human rights law and freedoms began with the Charter of the United Nations of 1945, which generally talks about the protection of human rights.⁴

The first international legal instrument that universally regulates the issue of active and passive voting rights is the Universal Declaration of Human Rights that was adopted by the General Assembly of the United Nations on 10 December 1948. The declaration was made as a common standard of the United Nations to the promotion of universal respect for human rights and fundamental freedoms and to maintain them. In addition to the basic human rights, the Declaration determined the right to freedom of peaceful assembly and association for each individual, the right to participate in the government of his country, directly or through freely chosen representatives, the right to equal access to public service in his country, a right that the will of the people shall be the basis of the authority of government and that this will shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and by secret vote or by equivalent free voting procedures.⁵ Article 30 of the Declaration took

Croatia, at least one year without interruption until the day of the referendum" and 38/09), Law on Political Parties (Official Gazette No. 76/93, 111/96, 164/98, 36/01 and 1/07 - to. article 28 of the law on financing of political parties, independent lists and candidates - ceased provisions of Chapter III of the law on political parties), the Law on financing political activities and election campaigns (Official Gazette No. 24/11 and 61/11) Ordinance on the manner of keeping records and issuing certificates of receipt of voluntary contributions (donations) and membership fees, reports on grants to finance election campaigns and report on the costs (expenses) election campaign and financial reports for campaign finance (Official Gazette no. 50/11 and 93/11), Law on the State Electoral Commission of the Republic of Croatia (Official Gazette No. 44/06 and 19/07), Rules of Procedure of the State Election Commission (Official Gazette No. 49/07 and 35/11), Ordinance on Protection and Processing archive and current records resulting from the operations of the Central Election Commission of the Republic of Croatia and other bodies for the conduct of elections and referendums (Official Gazette No. 35/11), Law on the Right to Information (Official Gazette No. 172/03, 144/10 and 37/11 - Constitutional Court Decision - abolish the Law on Amendments to the Law on the Right of Access... (Official Gazette No. 144/10 - expires July 15, 2011) and 77/11), Voters' Lists Act (Official Gazette No. 19/07), Rules of the forms of documents from the voters (Official Gazette 24/07), Law on Personal Data Protection Act (Official Gazette No. 103/03, 118/06 and 41/08).

³ In simple electoral legislation, a law that includes all processes at all levels of government and the electoral process in a simplified way for parliament to elect president and parliament's upper house usually prescribes the election procedure.

⁴ Adopted during the Conference in San Francisco (USA) 25.06.1945, it represents the act to establish goals, objectives and principles of the United Nations

⁵ Article 21 of Declaration states:

1. Everyone has the right to take part in the government of his country, directly or through freely chosen representatives
- 2 Everyone has the right to equal access to public service in his country
- 3 The will of the people shall be the basis of the authority of government; this will shall be expressed in periodic and genuine elections which shall be realized by universal and equal suffrage and by secret vote or by equivalent free voting procedures



away the right of states, groups and individuals to be engaged in any activity aimed at preventing the rights established by the Declaration.⁶

Second international legal document, which guarantee basic civil and political rights, is the International Covenant on Civil and Political Rights.⁷ In article 2 of the states signatories of the present Covenant are obliged to respect and ensure the rights recognized in the present Covenant to all individuals within its territory and subject to its jurisdiction, without any discrimination, such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status, and Article 25 of this Covenant establishes that every citizen should have the right and opportunity, without any of the distinctions mentioned in article 2 and without unreasonable restrictions:

- a) To participate in the conduct of public affairs, directly or through freely chosen representatives;
- b) To vote and to be elected through fairly conducted, periodic elections with universal and equal suffrage and
by secret ballot, guaranteeing the free expression of the will of the electors;

c) To have access to public services of its country with the general conditions of equality

Convention on the Political Rights of Women⁸ gives women the right to vote in elections on equal terms with men, without any discrimination (active electorate), giving women the right to be elected to all publicly elected bodies established by national law, on equal terms with men, without any discrimination .

Although it was made with the aim of eliminating discrimination against women, the Convention on the Elimination of All Forms of Discrimination against Women⁹, along with other forms of discrimination against women in Article 7 oblige the state signatories to take all appropriate measures to eliminate discrimination against women in political and public life of the country. States parties are obliged to ensure in particular, under the same terms with men, the right to vote in all elections and public referendums and to be eligible for all the bodies that are publicly elected to participate in the design and implementation of government policies and to hold public office and perform all public functions at all levels of government and to participate in non-governmental organizations and associations concerned with the public and political life of the country.

International Convention on the Elimination of All Forms of Racial Discrimination¹⁰ basically deals with the prohibition of racial discrimination, but in addition to other rights, it requires from states parties to guarantee political rights without regard to race, color, national or ethnic origin, especially the right to participate in elections, to vote and to stand for the right to participate in government and public affairs at all levels.

⁶ Article 30 Declaration reads: „Nothing in this Declaration may be interpreted as implying for any state, groups or person to engage in any activity or to perform any act aimed at the destruction of any of rights and freedoms set herein cited.”

⁷ This document is the Appendix to the Resolution 220 of General Assembly of the United Nations and was adopted on 18.12.1966.

⁸ The Convention was adopted by the General Assembly of the United Nations on 20.12. 1952

⁹ The Convention was adopted by the UN General Assembly of the United Nations No. 34/180 and entered into force on 03.09.1980

¹⁰ The Convention was adopted by the UN General Assembly of the United Nations No. 2106 (XX) and entered into force in 04.01.1969



The European Convention on Human Rights and Fundamental Freedoms¹¹, is the regional human rights document that in addition to its regional character had a significant role in Europe, and the rest of the world. In terms of voting rights, particularly important is its First Additional Protocol that requires from the parties to establish reasonable intervals organize free elections by secret ballot, under conditions of the people to freely express their opinions through the choice of the legislature.

All of these documents put the international right to vote and the right man to be elected at the highest possible level. States parties of these international and regional documents are obliged through their legislation to regulate this area, and to enable realizing these norms to the citizens of different nationality who are in their territory.

3. VOTING RIGHT AND DIPLOMACY

Voting right as a universal human right is closely tied to the state of man, which he is a citizen, because this right can be realized on the territory of the state whose nationality has the man as a voter.

Nowadays the trend of globalization, international business relations, international educational and other needs of modern man that the development of all forms of transport transportation led to a huge movement of people and need for a long stay outside of home country, the need to express its right to vote during their stay abroad is more obvious.¹² In addition, some of the states prescribe voting in elections as obligation that entails certain failure or criminal sanctions.

In 1844, Greece has applied voting for its Diaspora and with the development of the practice of diplomacy that practice was moved within the activities of diplomatic missions. There is no international legal instrument that regulates mutual relations and the right of countries to conduct election process in its diplomatic and consular missions. Their right to organize implementation of the electoral process in the diplomatic and consular missions of the country derives primarily from common law, the Vienna Convention on Diplomatic Relations¹³, which governs diplomatic relations between states and that is not regulated separately this issue in the Vienna Convention on Consular Relations¹⁴. States parties to the Vienna

¹¹ The Convention was signed in Rome on 04/11/1950.

¹² In addition to these reasons, many immigrant states recognize the right to vote abroad. In addition, there is a great number of refugees and displaced persons who are in the territory of other countries, which could realize their right to vote only there. There is a great number of temporary workers in other countries, soldiers in bases on the territory of other countries, students and tourists who find themselves at election time abroad.

¹³ The Vienna Convention on Diplomatic Relations was adopted on 14 April in 1961 at the Conference of the united people on Diplomatic Relations and Immunities held at Neue Hofburg in Vienna, Austria from 2nd March to 14th April in 1961. The Convention is an international treaty codifying the most important part of the existing customary diplomatic law, with a few new dispositions. It contains provisions on rights and obligations of the receiving state and the sending state in respect of permanent diplomatic missions, bilateral character, immunities and privileges of members of diplomatic missions, administrative and technical staff.

¹⁴ The Vienna Convention on Consular Relations was adopted in 1963, and entered into force in 1967



Convention refers to the objectives and principles of the Charter of the United Nations concerning the sovereign equality of states, the maintenance of international peace and security, and promoting friendly relations between nations. It is necessary to point out to the articles 3 and 41.¹⁵ Vienna Convention on Diplomatic and Consular Relations allows performing other activities on the premises of diplomatic missions other than those enumerated in the Convention, if they are within the norms of international law. As already stated that the right to vote is protected by a number of international acts that fall within the norms of international law, there is no doubt that the conduct of elections in the diplomatic and consular activity does not disrupt relations between the countries and it is an activity that is desirable because it states home shows that it wants to allow their nationals to exercise one of the universal rights.

The implementation of the electoral process in the diplomatic and consular missions is just one of the public functions carried out by the given state in the receiving country, and it expresses the sovereignty of this state to its own nationals. This and other public functions that the state confided with its internal laws and regulations diplomatic and consular missions, can be conducted in the receiving country on the condition that the regulations do not prohibit that, i.e. that it is regulated through diplomatic reciprocity generated by direct agreements in countries on a bilateral or multilateral level by treaty signing. The rights granted in this way can be made available specifically listed or guaranteed by general clauses.

Given the universal character of the voting rights, prevention of election in the diplomatic and consular missions would be a negation of international agreements set out by this right. The electoral process in the diplomatic and consular missions conducts an electorate that has different names from state to state, a body through which mostly the Ministry of Foreign Affairs in charge of diplomatic and consular network does the implementation of the electoral process. Assistance in the implementation of the electoral process in the diplomatic and consular missions is just one of the periodic tasks within the jurisdiction of the ministry, and it is usually performed in the same manner as the polling stations in the state and procedure prescribed by the electoral law. The authority of the Ministry governs the laws on foreign affairs, within which there is often a determinant that the Ministry of Foreign Affairs provides

¹⁵ Article 3 of the Convention states: 1) The functions of a diplomatic mission consist of: a) the presentation of the state that must be accredited by the government to which it is accrediting; b) protecting in the receiving state the interests of the receiving state that accredited and of its nationals, within the limits permitted by international law, c) negotiating with the government of the accredited state; d) notify, using all lawful means, conditions and developments of the event in the receiving state and reporting to the government of the state that needs to be accredited, e) promotion of friendly relations and developing economic, cultural and scientific relations between the sending state and the receiving state. 2) None of the regulations of this convention shall be construed as a ban to a diplomatic mission to the exercise of consular functions. Article 41 of the Convention provides: 1) without tempering with their privileges and immunities, all persons enjoying such privileges and immunities are obliged to respect the laws and regulations of the receiving state. They are also obliged not to interfere in the internal affairs of that state. 2) all official business with the state which shall be accredited, that the sending state may entrust to the mission must be conducted with the Ministry of Foreign Affairs of the receiving state or through it, or a ministry as may be agreed. 3) The premises of the mission must not be used for purposes that are inconsistent with the functions of the mission as specified by this convention and other rules of general international law or specific agreements on force between the sending state and the country in which it is accredited



assistance to other ministries and government departments and agencies in the performance of duties within their jurisdiction.

4. RESUME

The act of voting in diplomatic and consular missions can be the execution of citizen's duties toward its country, the democratic expression of the voters of the state, the desire to show the state's sovereignty over its nationals in another country or the only way for refugees and displaced persons or Diaspora to exercise their right to elect representatives in government. Regardless of motive and the reason for which the receiving state decides to implement elections in diplomatic and consular missions, this conducting of the election process must satisfy certain conditions, primarily which provided for in national legislation, that the authority that will carry out the elections would execute the specific procedure according to which it.

In addition to these conditions, the very important is the fact that the receiving state does not object to that.

Conducting the elections in the diplomatic and consular missions is an expensive process because of the fact that one polling place to vote is only for one voter, the financial costs are several times more than the polling station on the territory of the home country where a few thousand voters vote.

International law and customs in diplomatic practice allow exercising of these public functions in the territory of the receiving country and the given state should make a decision based on which the public functions in their diplomatic and consular missions will be performed.

REFERENCES

- [1] www.wikipedia.org
- [2] www.izbori.hr
- [3] Povelja Ujedinjenih nacija od 25.06.1945. godine.
- [4] Univerzalna deklaracija o pravima čovjeka od 10.12.1948. godine.
- [5] Međunarodni pakt o građanskim i političkim pravima od 18.12.1966. godine.
- [6] Konvencija o političkim pravima žena koja je stupila na snagu 03.09.1980. godine.
- [7] Konvencija o eliminiranju svih oblika diskriminacije žena koja je stupila na snagu 03.09.1980. godine.
- [8] Međunarodna konvencija o ukidanju svih oblika rasne diskriminacije koja je stupila na snagu 04.01.1969. godine.
- [9] Evropska konvencija o zaštiti ljudskih prava i osnovnih sloboda.
- [1] Bečka konvencija o diplomatskim odnosima od aprila 1961. godine.
- [11] Bečka konvencija o konzularnim odnosima koja je usvojena 1963. godine.



НОРМАТИВНО-ПРАВОВОЕ ОБЕСПЕЧЕНИЕ ИННОВАЦИОННОГО ПРОЦЕССА В РОССИИ

Ряпухина Виктория Н. ¹, Заркович Анна В. ²

Белгородский государственный технологический университет им. В.Г. Шухова, г.
Белгород, РФ, ¹viktorer_r@mail.ru, ²anna-malashevskay@mail.ru

Аннотация: Создание и функционирование инновационно-ориентированной экономики основано, в первую очередь, на нормативно-правовой базе, регулирующей инновационную деятельность. Нормативно-правовой фактор инновационного процесса обеспечивает стимулирование создания и внедрения инноваций, а также эффективность инновационной деятельности в целом. В данной работе рассмотрена современная российская система законодательного регулирования инновационной деятельности и актуальные проблемы государственного регулирования инновационной сферы. Авторами предложены пути решения данных проблем на основе анализа истории развития нормативно-правовой базы регулирования инновационного процесса, современного состояния сферы инновационного законодательства и точек зрения ведущих специалистов в области инноваций.

Ключевые слова: инновации, инновационный процесс, нормы права, инновационное законодательство.

1. ВВЕДЕНИЕ

Отечественные и зарубежные ученые сходятся во мнении, что социально-экономическому развитию в будущем будет присущ устойчивый рост и глобализация, но в то же время в научной среде говорят о том, что данные характеристики не универсальны и не могут быть применимы ко всем процессам, происходящим в современном обществе. Более полно содержание перехода к новому типу общественно-экономического развития отражает понятие «инновационное развитие» или, как выразилась профессор Федорова В., «инновационно-мобилизационный характер»[8]. Актуальной и требующей своевременного решения является проблема оценки возможности региона получать максимальную отдачу от использования собственной потенциальной ресурсной базы инновационной деятельности за счет диверсификации региональной



экономики и создания конкурентоспособной региональной инновационной системы (РИС) на базе соответствующего нормативно-правового регулирования. «В связи с этим приобретают особую актуальность исследования, направленные на формирование более широкого представления об основных характеристиках инновационных процессов, их движущих силах, закономерностях, региональных особенностях и возможных перспективах», - считает Похилько Т.Н. [9]

В «Концепции долгосрочного социально-экономического развития Российской Федерации на период до 2020 года» обозначена необходимость с помощью специальных программ инновационного развития в рамках стратегии регионального самоуправления достичь устойчивого, а затем динамичного роста экономики регионов, что станет основой механизма реинжиниринга территориальной системы управления [1]. Инновационный процесс помимо новых технологий производства включает в себя новшества в сфере организационных систем и управления, поэтому эффективное использование инноваций обеспечивает хозяйствующим субъектам региона весомые преимущества перед конкурентами и, при условии активации маркетинговой компоненты инновационного потенциала, способствует созданию новых рыночных сегментов, закрепление на которых, в свою очередь, требует продуктовых, технологических и организационных инноваций – так обеспечивается непрерывность регионального инновационного процесса.

2. НОРМАТИВНО-ПРАВОВОЙ ФАКТОР ИННОВАЦИОННОГО ПРОЦЕССА

Немаловажным фактором инновационного детерминанта развития являются нормы права. Первые шаги по созданию законодательной базы регулирования и стимулирования инноваций были предприняты ещё в 1990-е гг. В 1991 г. был создан Инновационный совет при председателе Совета министров РСФСР, который совместно с Министерством финансов РСФСР впервые представил разъяснение об определении инновационной деятельности. В этот период были приняты Постановление Совмина РСФСР от 27.03.1991г. № 171 (ред. от 13.04.1993г.) «Об утверждении Положения о Государственной инновационной программе и Типового положения о Дирекции Государственной инновационной программы» (вместе с «Положением о Государственной инновационной программе»), Патентный закон РФ от 23.09.1992г. № 3517-I, Указ Президента РФ от 13.06.1996г. № 884 «О доктрине развития российской науки», Федеральный Закон от 23.08.1996г. № 127-ФЗ (ред. от 03.12.2011г.) «О науке и научно-технической политике», Постановление Правительства РФ от 31.03.1998г. № 374 (ред. от 13.10.1999г.) «О создании условий для привлечения инвестиций в инновационную сферу», Постановление Госкомстата РФ «Об утверждении государственной статистической отчетности по инновационной деятельности и инструкции по ее составлению» от 03.08.1998г. № 80 (с изм. от 30.03.2000г.), Постановление правительства РФ от 13.10.1999 г. № 1156 «Об утверждении порядка образования и использования внебюджетных фондов федеральных органов исполнительной власти и коммерческих организаций для финансирования научных исследований и экспериментальных разрабо-



ток», Постановление Правительства РФ от 31.12.1999г. № 1460 «О комплексе мер по развитию и государственной поддержке малых предприятий в сфере материального производства и содействию их инновационной деятельности» и т.д. [13].

В 1998 г. была предпринята попытка разработки нормативно-правового документа программного толка в сфере инноваций, хотя к тому времени ещё не было завершено формирование законодательной базы научной деятельности, в частности, было принято Постановление Правительства РФ от 24.07.1998г. № 832 «О Концепции инновационной политики Российской Федерации на 1998-2000 г.» (предусматривающее в будущем разработку закона об инновационной деятельности и инновационной политике). Современное законодательство, регулирующее инновации, первоначально было представлено следующими нормативно-правовыми документами: Постановление Правительства РФ от 14.02.2000г. № 121 «О Федеральной программе государственной поддержки малого предпринимательства в Российской Федерации на 2000-2001 годы»; Распоряжение Правительства РФ от 30.11.2000г. № 1607-р «Об основных направлениях реализации государственной политики по вовлечению в хозяйственный оборот результатов научно-технической деятельности»; «Основы политики Российской Федерации в области развития науки и технологий на период до 2010 г. и дальнейшую перспективу» (письмо Президента РФ от 30.03.2002г., № Пр-576); «Основные направления политики Российской Федерации в области развития инновационной системы на период до 2010 г.» (утверждены Правительством РФ от 05.08.2005г., № 2473п-П7); Федеральный закон от 24.07.2007г. № 209-ФЗ (ред. от 06.12.2011г.) «О развитии малого и среднего предпринимательства в Российской Федерации»; «Стратегия развития науки и инноваций в Российской Федерации на период до 2015 года» (утверждена Межведомственной комиссией по научно-инновационной политике (протокол от 15.02.2006г. № 1) [13].

3. СОВРЕМЕННАЯ СИСТЕМА ЗАКОНОДАТЕЛЬНОГО РЕГУЛИРОВАНИЯ ИННОВАЦИОННОЙ ДЕЯТЕЛЬНОСТИ

Общие вопросы инновационной политики решает Президент, а органы законодательной власти Российской Федерации – Государственная Дума и Совет Федерации имеют право инициирования законов в сфере инновационной деятельности. Нормативно-правовая среда регулирования инноватики в регионах представлена законами об инновационной, научной и научно-технической деятельности, инновационной политике, программами развития инновационного потенциала и поддержки инновационной деятельности, которые базируются в основном на федеральном законодательстве, представленном следующими документами: Гражданский кодекс РФ (часть IV) от 18.12.2006г. № 230-ФЗ; Распоряжение Правительства РФ от 17.11.2008г. № 1662-р (ред. от 08.08.2009г.) «О Концепции долгосрочного социально-экономического развития Российской Федерации на период до 2020 года»; Указ Президента РФ от 30.07.2008г. № 1144 (ред. от 19.07.2010г.) «О премии Президента Российской Федерации в области науки и инноваций для молодых ученых»; Постановление Правительства РФ от 31.03.2009г. № 279 «Об органе научно-технической информации федерального орга-



на исполнительной власти в сфере научной, научно-технической и инновационной деятельности»; «Основные направления налоговой политики Российской Федерации на 2011 год и на плановый период 2012 и 2013 годов» (одобрено Правительством РФ 20.05.2010г.); Федеральный закон от 28.09.2010 г. № 244-ФЗ (ред. от 28.11.2011г.) «Об инновационном центре «Сколково»; Распоряжение Правительства РФ от 08.12.2011г. № 2227-р «Об утверждении Стратегии инновационного развития Российской Федерации на период до 2020 года» [13].

До недавнего времени инновационная деятельность находилась в ведении Федерального агентства по науке и инновациям (Роснаука), органа исполнительной власти, подчинявшегося Министерству образования и науки. Агентство было создано как Федеральное агентство по науке (по Указу Президента РФ от 20.05.2004г. № 649), 20 мая 2004 г. переименовано в Федеральное агентство по науке и инновациям, а затем упразднено 10 марта 2010 г. с передачей его функций Министерству образования и науки. По последним данным федеральными органами, осуществляющими управление инновациями, являются: Совет при Президенте РФ по науке, технологиям и образованию (в соответствии с Указом Президента РФ от 30.08.2004г. № 1131), Департамент государственной политики в сфере науки, инноваций и интеллектуальной собственности Министерства образования и науки РФ (по Приказу Министерства образования и науки РФ от 24.09.2004г. № 77), Правительственной комиссии по высоким технологиям и инновациям (созданная по распоряжению Правительства РФ от 03.03.2010г. № 278-р, ред. от 26.01.2012г. №15-р), Комиссия при Президенте РФ по модернизации и технологическому развитию экономики России (созданная по указу Президента РФ от 20.05.2009г. № 579 (ред. от 13.02.2012), ред. от 26.01.2012г. №15-р)[13].

Главной задачей данных органов является определение приоритетных направлений развития науки, осуществление межотраслевой координации и интеграции науки, научно-технической деятельности и бизнеса, разработка и реализация инновационных программ, развитие инновационного потенциала страны и регионов. Данными органами был разработан целый ряд федеральных целевых программ (ФЦП), например: ФЦП «Исследования и разработки по приоритетным направлениям развития научно-технического комплекса на 2007-2012 годы», ФЦП «Научные и научно-педагогические кадры инновационной России на 2009-2013 годы» и ряд других ФЦП[11].

4. АКТУАЛЬНЫЕ ПРОБЛЕМЫ ГОСУДАРСТВЕННОГО РЕГУЛИРОВАНИЯ ИННОВАЦИОННОЙ СФЕРЫ И ПЕРСПЕКТИВЫ ИХ РЕШЕНИЯ

Проведенный нами анализ истории нормативно-правовой базы инновационной деятельности позволил сделать вывод о том, что, несмотря на то, что широкое распространение и общественный резонанс данная проблема получила относительно недавно, законодательство в данной сфере было представлено ещё около 20 лет назад в достаточно детальном виде. Совокупность первых нормативно-правовых документов, регулирующих инновационный процесс, базировалась на принципах советской системы научно-технической и внедренческой деятельности, которая, по нашему мнению, представляет



большую ценность в плане положительного практического опыта и заслуживает более глубокого и детального изучения в целях разработки рекомендаций по развитию и совершенствованию современной системы государственного регулирования инноваций, но сейчас данный вопрос мы оставляем за пределами нашего исследования.

В сфере инновационного законодательства, на наш взгляд, изначально присутствовал некий дисбаланс юридической структуры предметной дифференциации права и законодательства (отрасли, институты, предмет и методы регулирования). Нетесова М.С. по поводу разрабатываемых на государственном уровне и в регионах стратегии и программ инновационного развития говорит, что часто «декларативность положений данных документов лишает их правового содержания, поскольку они не получают своего развития в нормативных актах, которые обязаны определять механизм реализации данных положений» [7]. Действительно, многие исследователи сходятся во мнении, что в регионах развитие инновационной сферы тормозят подобного рода административные барьеры, а также низкий уровень конкуренции и отношение населения к инновациям как к чему-то абстрактному. Поэтому даже эффективное ведение инновационной деятельности не гарантирует успех, и представители бизнеса отдают предпочтение более прибыльным секторам.

Современное законодательство не обладает эффективными инструментами стимулирования и финансовой поддержки инновационной деятельности, недостаточно в правовом смысле защищена интеллектуальная собственность, оформление патента является сложной процедурой, осложненной множеством административных барьеров, и т.д. По причине рискованного характера инноваций не только инвестиции бизнеса в сектор высоких технологий, но также прямые государственные вложения в ряде случаев не дают прогнозируемого результата. Вавилов А.П. пишет о том, что «проблема неэффективности государственных вложений в НИОКР существует и в развитых странах», поэтому, например, доля государственных расходов на эти цели в США с середины 1960-х годов постепенно снижается [3].

В целях способствования развитию инноваций в России в разные годы были созданы: в 1992 году Российский фонд технологического развития (РФТ), в 1994 году Фонд содействия развитию малых форм предприятий в научно-технической сфере (Фонд содействия), в 1998 году Российский фонд фундаментальных исследований (РФФИ), в 2004 году Фондовая биржа высоких технологий (ФБВТ) и т.д. Если говорить о вневедомственных организациях, то в 2002 году была создана Российская сеть трансферта технологий (RTTN), а в 2006 году ОАО «Российская венчурная компания» [12]. В последнее время наметилась тенденция отказа от принципа государственного прямого планового финансирования, не зависящего от эффективности вложений. В связи с этим, например, Гончаров В.Д. и Рау В.В. говорят о том, что «в отношении прикладных исследований роль государства в их финансировании следует несколько ослабить, так как такие исследования проводятся для достижения конкретно поставленных целей и решения определенных практических проблем, т.е. могут быть с прибылью реализованы в условиях рынка» [6]. Законодательство Российской Федерации в области инновационной деятельности, по оценкам экспертов, является несовершенным, и на данном этапе существующая нормативно-правовая база не регламентирует многие аспекты инновационной деятельности. В частности, в России так до сих пор и не принят Федеральный закон об ин-



новационной деятельности. Федеральный закон «Об инновационной деятельности и о государственной инновационной политике» был принят Государственной Думой 1 декабря 1999 г., одобрен Советом Федерации 23 декабря 1999 г. и отклонен Президентом РФ 3 января 2000 г. по причине несоблюдения требований юридической техники, неотработанности понятийного аппарата и большого количества внутренних противоречий. В целях разрешения данной проблемы 18 февраля 2000 г. была создана специальная комиссия по окончательному согласованию проекта Федерального Закона. Пока не принят данный закон, по мнению экспертов, основополагающим документом в вопросах государственного регулирования инновационного процесса остается Решение совместного заседания Совета безопасности РФ и президиума Государственного совета РФ по вопросу: «О политике Российской Федерации в области развития национальной инновационной системы» (протокол № 1 от 24.02.2004г.) [13]. Также необходимо отметить, что инновационные отношения в России в настоящее время регулируются международными договорами и соглашениями (Решение Совета глав правительств СНГ «О Межгосударственной программе инновационного сотрудничества государств-участников СНГ на период до 2020 года» (принято в г. Санкт-Петербурге 18.10.2011), Парижская конвенция по охране промышленной собственности, Евразийская патентная конвенция и др.). В общем виде мы можем говорить о том, что в работах специалистов в области права представлена следующая классификация специализированной законодательной базы в области инноваций: 1. документы декларативного характера (указы, концепции, законы, постановления, соглашения и пр.), носящие неконкретный компромиссный характер, подверженные межведомственным противоречиям (чисто декларативные и определяющие целевые установки); 2. постановления и распоряжения, определяющие функции органов исполнительной власти, определяющие регламент регулирования инновационной деятельности со стороны государственных ведомств; 3. программные документы, документы, определяющие инфраструктуру поддержки (льготы, прямая поддержка и другие механизмы – программы развития и поддержки); 4. инструкции о порядке статистической отчетности и прочие документы частного характера [2]. Мы можем сделать вывод, что главной проблемой нормативно-правовой составляющей инновационного детерминанта развития региона является отсутствие консолидирующего законодательства в сфере инноваций, которое бы регламентировало инновационные отношения на всех этапах инновационного процесса (создание научного результата и его востребованность, оформление интеллектуального продукта в материально-вещественный результат, передача прав на овеществленные инновации). В правовой плоскости инновационный процесс должен быть представлен не мене, чем в трех «последовательно увязанных юридических звеньях норм» [5].

5. ЗАКЛЮЧЕНИЕ

Заинтересованность государства в инновациях объясняется ожиданием, помимо экономического, также и социального результата от их реализации. По мнению специалистов в области инновационного права, достаточность негосударственной системы регулирования инноваций в обозримой перспективе не может быть достигнута, хотя



на инновационные процессы, без сомнения, большое влияние оказывают законодательно-нерегулируемые нормы, правила и традиции поведения участников инновационной деятельности. Поэтому целесообразным является дальнейшее развитие и совершенствование государственного регулирования данной сферы.

Мы считаем полезным в целях нашего исследования привести мнение Волынкиной М.В., которая считает, что необходимо создать правовую модель регулирования инновационной деятельности, которая бы сочетала методы государственного и частного управления и позволила бы осуществить эффективное взаимодействие норм административного и гражданского права [4]. Как показала практика, основная часть отношений по поводу инновационной деятельности регулируются нормами общего законодательства, а правовые отношения в сфере инновационного процесса регулирует гражданское, трудовое, бюджетное, налоговое, административное и специализированное законодательство.

Многие ученые определяют массив нормативно-правовых актов, касающихся инноваций, как комплексную отрасль законодательства, хотя они представляют собой разнотраслевые элементы, объединенные общими базовыми фундаментальными принципами [10]. Дело в том, что в настоящее время в правовой сфере наблюдаются как интеграционные (комплексное объединение правовых норм), так и дифференционные процессы (выделение отраслей права). Существовая автономно, нормативно-правовые акты всегда берут начало в фундаментальных отраслях права, однако мы считаем, что в ближайшей перспективе, в связи с наметившимися тенденциями развития, целесообразным является создание Кодекса науки и инноваций как целостной системы, охватывающей все этапы и аспекты инноватики. Это позволит обобщить, систематизировать и унифицировать законодательство в этой сфере, т.к. многие ученые считают, что большинство принятых нормативно-правовых актов, относящихся к различным отраслям законодательства, которые в идеале должны дополнять друг друга, усиливая общее регулятивное воздействие, не получив продолжения в виде разработки и регламентирования соответствующих механизмов, реализующих концептуальные положения, превращаются в декларации.

БИБЛИОГРАФИЧЕСКИЙ СПИСОК:

- [1] Распоряжение Правительства РФ от 17.11.2008 № 1662-р (ред. От 08.08.2009) «О Концепции долгосрочного социально-экономического развития Российской Федерации на период до 2020 года» (вместе с «Концепцией долгосрочного социально-экономического развития Российской Федерации на период до 2020 года»).
- [2] Бублик, В.А. Правовое регулирование инновационной деятельности: современное состояние и перспективы развития /В.А.Бублик// материалы Инновационного портала Уральского федерального округа [Текст]. Режим доступа: <http://www.invur.ru/index.php?page=inconf&cat=inconf1&scat=prav-baza&doc=1>
- [3] Вавилов, А.П. Инновационная модернизация в России: пилотные проекты и пути партнерства государства и бизнеса /А.П.Вавилов// [Текст]. Режим доступа: <http://www.superox.ru/img/files/superoxihistory.pdf>



3rd International Conference
"Law, Economy and Management in Modern Ambiance"

LEMiMA 2013

18 - 20. April 2013. Belgrade, Serbia

- [4] Волюнкина М.В. Инновационное законодательство и гражданское право: проблемы соотношения /М.В. Волюнкина// Журнал российского права. – 2005. - № 1 (01). Режим доступа: <http://www.igumo.ru/nauka/innovacii/stat/innovatsionnoe-zakonodatelstvo-i-grazhdanskoe-pravo-problemy-sootnosheniya/>
- [5] Волюнкина М.В. Инновационное законодательство и его предмет /М.В. Волюнкина// [Текст]. Режим доступа: <http://iii04.pfo-perm.ru/Data2004/DConf04/VolinkinaMV.htm>
- [6] Гончаров, В.Д., Рау, В.В. Инновационная деятельность в отраслях АПК России /В.Д. Гончаров, В.В. Рау// Проблемы прогнозирования. – 2009. - №5. – с. 66-74.
- [7] Нетесова, М.С. Инновационное развитие России: состоянии и правовые предложения по его совершенствованию /М.С. Нетесова//Сборник докладов Всероссийской научной конференции «Стратегии России в историческом и мировом пространствах» [Электронный ресурс] – Москва, 05.06.2010. Режим доступа: http://www.rusrand.ru/about/news/news_332.html
- [8] Николаев О.В. Проблемы перевода экономики России на инновационный путь развития/О.В.Николаев// Вестник РГАЗУ [Электронный ресурс] – 2010г. - № 3. Режим доступа: <http://www.maem.ru/content/category/15/306/243>
- [9] Похилько, Т.Н. Формирование инновационной системы как условие социально-экономического развития региона /Т.Н. Похилько// Гуманитарные и социальные науки. – 2010. - № 4. – с. 23-33.
- [10] Рассудовский, В.А. Проблемы правового регулирования инновационной деятельности в условиях рыночной экономики /В.А. Рассудовский// Государство и право. – 1994. - № 3.
- [11] Инновации и предпринимательство [Электронный ресурс]. Режим доступа: <http://www.innovbusiness.ru>. Дата последнего обращения: 10.12.2011 г.
- [12] Наука и инновации в регионах России [Электронный ресурс]. Режим доступа: <http://regions.extech.ru>. Дата последнего обращения: 15.01.2012 г.
- [13] Официальный сайт компании «Консультант Плюс» [Электронный ресурс]. Режим доступа: <http://www.consultant.ru>. Дата последнего обращения: 10.03.2012 г.



INSTRUCTIONS FOR AUTHORS

TITLE OF THE PAPER (Times New Roman - TNR 14 pt Bold)

First A. Author¹, Second B. Author², Third C. Author³, ... (TNR 11 pt Bold)

¹ Association name, City, COUNTRY, e-mail (TNR 10 pt)

² Association name, City, COUNTRY, e-mail: (TNR 10 pt)

Summary: *The length of abstract maximally 10 lines, type of font TNR 9 points normal, justify.*

Keywords: *keyword 1, keyword 2, keyword 3, keyword 4, keyword 5 (max. 5 TNR 9 pt)*

1. INTRODUCTION (TITLE OF CHAPTER TNR 11 PT BOLD)

These are the guidelines for writing the paper for the International Journal of Economic and Law (IJEL). Papers should be written in format that is described bellow. **Please follow these instructions.**

2. TECHNICAL REQUIREMENTS (MAIN TEXT TNR 10, FOOTNOTES TNR 9)

It is possible to write the paper in English, Russian or German languages only (Times New Roman – TNR 10 pt normal). Footnotes should be written in TNR 9pt.

Allowed text editors: MS Word 2000 or higher.

For the paper to be published it is necessary to send: in paper form printed on the laser printer and on CD-ROM by regular mail or in electronic form by e-mail: info@economicsandlaw.com

2.1. Format

Preferably use A4 (297x210 mm²) page (by ISO 216 and ISO 478) format with margins (mm): 25 top, bottom, left and right.



2.2. Tables

Each table is numbered and table captions are in TNR 10 pt, placed above the table, centered and have the following style.

Table 1: Table caption

Column 1	Column 1	Column 1
Row 1	Row 1	Row 1
Row 2	Row 2	Row 2
Row 3	Row 3	Row 3

2.3. Figures

Figures should be numbered. Please do not insert figures into text boxes. Figure caption is in TNR 10 pt, placed below the figure, centered and has the following style:

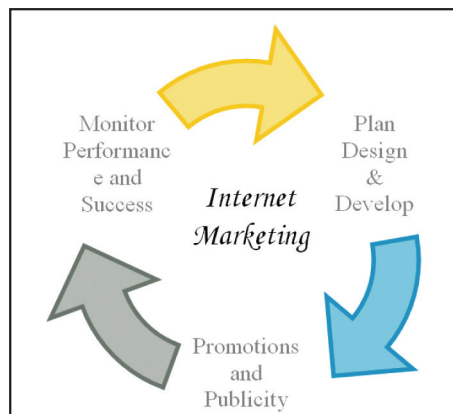


Figure 1: Figure caption

2.4. Equations

Equations are left justified 5 mm from left with equation number at the right margin in font TNR 10 pt Italic.

$$R_a = 0,65 \cdot R_{max}^{0,9} \quad (1)$$

3. CONCLUSION

Write a short review about work and research done in paper and indicate paper highlights.

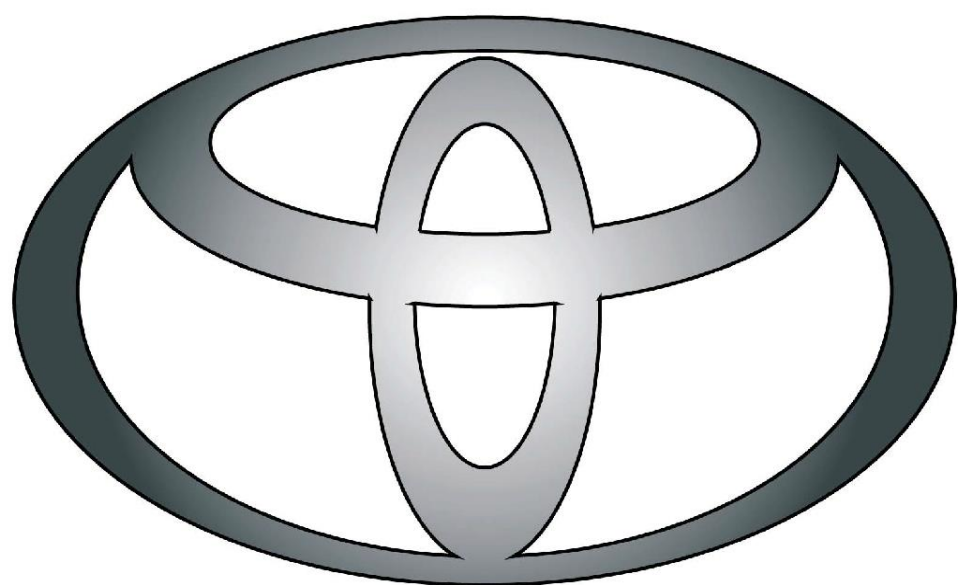


4. BIBLIOGRAPHY:

Bibliography should be indicated in the text using consecutive numbers in square brackets, e. g.

following alphabetic order of authors last names. In the bibliography (by ISO 690-1 and ISO 690-2) they should be cited including the title of the paper. Follow given examples below:

- [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.



TOYOTA

ISBN 978-86-87333-31-4

