

**VISOKOŠOLSKO SREDIŠČE NOVO MESTO
VISOKA ŠOLA ZA UPRAVLJANJE IN POSLOVANJE NOVO MESTO**



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ABSTRACTS**

**IZZIVI
GLOBALIZACIJE
IN
EKONOMSKO
OKOLJE
EU**

**GLOBALIZATION
CHALLENGES
IN THE
ECONOMIC
ENVIRONMENT
OF THE EU**

Novo mesto, 4. in 5. junij 2008



VISOKOŠOLSKO SREDIŠČE NOVO MESTO
Higher Education Centre
VISOKA ŠOLA ZA UPRAVLJANJE IN POSLOVANJE NOVO MESTO
School of Business and Management Novo mesto

IZZIVI GLOBALIZACIJE IN EKONOMSKO OKOLJE EU

**GLOBALIZATION CHALLENGES IN THE ECONOMIC
ENVIRONMENT OF THE EU**

**ZBORNIK POVZETKOV
BOOK OF ABSTRACTS**

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Novo mesto

IZZIVI GLOBALIZACIJE IN EKONOMSKO OKOLJE EU

ZBORNIK POVZETKOV

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Uredil prof. dr. Marjan Blažič

Lektorirala Peter Štefančič (slov.) in dr. Annmarie Gorenc Zoran (angl.)

Prevedla dr. Annmarie Gorenc Zoran

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Zadružno pravo v globalizacijskih procesih

Zadruge so zaradi članstva uporabnikov oziroma izvajalcev njihovih storitev (načelo istovetnosti) tesno povezane s krajevnim okoljem. Po drugi strani se na globalni (svetovni) in regionalni meddržavni ravni pravna ureditev zadrug postopoma usklajuje ali celo unificira. Na novejši razvoj zadružnega prava na svetovni ravni je močno vplivala Izjava o zadružni istovetnosti, ki jo je ob svoji stoletnici razglasila Mednarodna zadružna zveza kot najširša svetovna zadružna organizacija. Medtem ko zvezne države urejajo zadruge, ki delujejo v dveh ali več federalnih enotah (na primer Indija, 2002), posamezne integracije držav uvajajo zadruge s čezmejnimi poslovanjem (na primer zadruge Mercosur) oziroma zadruge po supranacionalnem pravu (na primer Evropska unija). V nekaterih zveznih državah ali drugih povezavah držav enotno urejajo splošne značilnosti zadrug s sporazumi (na primer Avstralija) oziroma vzorčnimi zakoni (na primer Skupnost neodvisnih držav, 1997) oziroma z enotnim zakonom uvajajo nove, alternativne organizacijske modele zadrug (na primer ZDA, 2007).

Ključne besede: Avstralija, Evropska unija, evropska zadruga, Indija, Kanada, Kitajska, Mednarodna zadružna zveza, Mercosur, Ohada, Skupnost neodvisnih držav, Societas Cooperativa Europaea, zadružno pravo, Združene države Amerike

Franci Avsec, Ph.D.

Cooperative Law in the Era of Globalisation

Due to the fact that the members of a cooperative are, in principle, users of cooperative's services, cooperatives are deeply rooted in a local environment. However, on the global and regional interstate level, the legal regime of cooperatives is being gradually harmonized and at times even unified. The recent development of cooperative law on the global level has been deeply influenced by the Statement of Co-operative Identity, adopted by the International Cooperative Alliance as the broadest global cooperative association at its centennial Congress in 1995. While some federal states regulate cooperatives in more federal units (e.g. India, 2002), other wider interstate integrations provide for cooperatives with transborder activity (e.g. cooperatives Mercosur) or cooperatives of supranational law (e.g. European Union, 2003). In other federal states or interstate integrations, model acts have been recommended for general cooperatives (e.g. Commonwealth of the Independent States, 1997) or uniform acts have been adopted for alternative cooperative models (e.g. USA, 2007).

Keywords: Australia, Canada, China, Commonwealth of the Independent States, cooperative law, European Union, European Co-operative Society, India, International Co-operative Alliance, Mercosur, Ohada, Societas Cooperativa Europaea, United States of America

Vloga vodenja v zdravstvu

Pod izrazom vodenje pojmuje proces, v katerem vodja vpliva na posameznika ali na skupino, da opravi neko delo. Mayer v svoji definiciji opredeljuje vodenje kot proces, v katerem vodja na podlagi posebnih sposobnosti, lastnosti in znanja, z zanj značilnim ravnanjem vpliva na ljudi, da bi (vzajemno) dosegli (dogovorjene) cilje. S stilom vodenja poimenujemo način, kako vodja izvaja svoje delo. Najpogostejši stili vodenja v zdravstvu so: transformacijsko vodenje, transakcijsko vodenje, participativni stil, usmerjenost na ljudi in delovne naloge, laissez faire (vodenje brez vajeti). Menedžment ima v zdravstvu strateški pomen, zaradi svojega vpliva na okolje in družbo. Dosedanje raziskave kažejo, da v slovenskem zdravstvu ni razvitega profesionalnega zdravstvenega menedžmenta in da dober strokovnjak še ne pomeni dobrega vodje, zato je nujno potrebno v procese vodenja in menedžmenta poleg poznavanja stroke, v prvi vrsti graditi na znanju iz vodenja.

Ključne besede: vodenje, zdravstvo, Splošna bolnišnica Novo mesto

Simona Badovinac

The role of leadership in health care

Under the term leadership we understand it as a concept in which the leader influences an individual or a group to complete a certain job. Mayer in his definition defines leadership as a process in which leaders on the bases of specific qualifications, characteristics and knowledge influences people to (reciprocally) achieve their (predetermined) goals. With leadership style, we define the method in which a leader does their job. The most common styles of leadership are: transformational leadership, transactional leadership, participial leadership, people and work-task oriented as well as laissez faire (leadership without reins). Management has a strategic meaning in healthcare, because of its influence on the environment and society. Research studies have shown that professional management within Slovenian healthcare is not developed. It has also shown that a good specialist does not equal a good leader. For this reason it is essential that within the processes of leadership and management to not only include subject matter experts, but also to primarily build on the knowledge from leadership and management.

Keywords: leadership, health care, General Hospital Novo mesto

Dr. Jurij Bernik, dr. Jaka Vadnjal, Andrej Baričič
GEA College – Visoka šola za podjetništvo, Piran
Slovenija

Posebnosti managementa v slovenskih zdravstvenih organizacijah

Kljub mnogim raziskavam na različnih področjih managementa, tudi v neprofitnem sektorju, je malo raziskanega o posebnostih managementa v zdravstvu oz. managementa v zdravstvenih organizacijah. Osnovni motiv avtorjev, izhajajoč iz dosedanjih izobraževanj ciljnih skupin managerjev v zdravstvu, je bil raziskati morebitne razlike med managementom zdravstvenih organizacij in managementom v drugih, predvsem gospodarskih sistemih. Postavljene hipoteze so bile preverjene z anketnim vprašalnikom na vzorcu 100 managerjev najvišjega nivoja in managerjih srednjega nivoja v slovenskih bolnišnicah in zdravstvenih domovih. S kasnejšimi telefonskimi kontakti je bila zagotovljena boljša odzivnost respondentov. Z raziskavo smo testirali možne razlike v vedenju in stilih vodenja med managerji zdravniki in managerji drugih profesij. Pri tem so bile uporabljene standardne statistične metode. Preliminarni rezultati kažejo, da ima večina managerjev, ki prihajajo s področja medicinske stroke, specifične, k svojemu poklicu usmerjene poglede, vključno z njihovim odnosom do ekonomike celotne zdravstvene organizacije. Specifične so tudi potrebe po dodatnih znanjih in načini vodenja podrejenih sodelavcev.

Ključne besede: zdravstvo, management, vodenje sodelavcev, izobraževanje in usposabljanje, svetovanje

Jurij Bernik, Ph.D., Jaka Vadnjal, Ph.D., Andrej Baričič

State of the Art Management of Health-Care Institutions in Slovenia

Although quite extensive research evidence has been available in various areas of management as well as in the not-for-profit sector, not much has been revealed regarding management within health-care organizations. The authors' primary motivation was to explore the possible differences among healthcare management and management of other business industries. A questionnaire was distributed to a sample of 100 top and middle managers in Slovenian hospitals and health-care homes. Standardized tools of statistical analysis were used. Results show that the majority of managers with a background in medical training have a specific perspective that is oriented towards their own profession. Implications of this study include the design of new educational programs and training programs for managers in healthcare and developing educational courses at the postgraduate level.

Keywords: Health-care, Management, Leadership, Education and training, Consulting

Človeški kapital in globalizacijski procesi

Beseda globalizacija je na začetku tretjega tisočletja gotovo najpogostejše uporabljena beseda v povezavi z ekonomijo in njenimi disciplinami, politologijo, sociologijo, kulturo, teorijo izobraževanja in drugimi družboslovnimi znanostmi. Nekateri avtorji razpravljajo o globalizaciji kot o vzroku in posledici, ki sta v nenehnem gibanju in prepletanju, drugi pa jo razumejo kot novo paradigmo, s katero je mogoče pojasniti večino družbenih dogodkov.

Človeški kapital ali ekonomija intelektualnega kapitala se nanaša na proces izobraževanja, znanje, informacije, ideje, spretnosti in zdravje posameznikov. To je daleč najpomembnejša oblika kapitala v sodobnih gospodarstvih. Uspehi posameznikov in tudi celotnih gospodarstev so odvisni od tega, v kolikšni meri in koliko so posamezne družbe pripravljene vložiti v intelektualni razvoj posameznika. Raziskave kažejo, da se povečuje skupna vsota, vložena v šolanje, usposabljanje na delovnem mestu, zdravje, informacije ter raziskave in razvoj. Tehnologija je lahko gonilna sila sodobnega gospodarstva, vendar pa človeški kapital zagotovo predstavlja gorivo.

Ključne besede: globalizacija, paradigma, človeški kapital, izobraževanje, znanje, spretnosti, sposobnosti

Marjan Blažič, Ph.D.

Human Capital and the Globalization Processes

From the beginning of the third millennium, globalization has been the most frequently used term connected to the field of economics and its disciplines, political science, sociology, culture, educational theory and other social sciences. Some authors discuss the term globalization as a cause-and-effect that is continuously in motion and interconnected. Others understand it as a new paradigm in which many social events can be explained.

Human capital or the economy of intellectual capital refers to an individual's educational process, knowledge, information, ideas, abilities, and their physical well-being. This is by far the most important form of capital in modern economies. Individual achievements as well as successes from whole economies are dependent upon to which extent and how much individual societies are prepared to invest in the intellectual development of individuals. Research has shown that the total sum increases when there are investments in education, job training, individual's physical well-being, information as well as research and development. Technology can be the driving force of modern economies, but most certainly human capital represents the fuel. Economic globalization and the information revolution both predict radical changes in the nature of the teaching process.

Keywords: globalization, paradigm, human capital, education, knowledge, skill, abilities

Razsežnosti globalizacije

Globalizacija je hkrati nova družboslovna paradigma in sestavina vsakdanjega življenja. Izenačuje se z westernizacijo, amerikanizacijo, mednarodnim gospodarskim sodelovanjem, internacionalizacijo, liberalizacijo, modernizacijo, univerzalizacijo, homogenizacijo, pa tudi z diferenciacijo in dezintegracijo. Zbuja izjemno navdušenje, poraja skepticizem in odločno zavračanje. Zanima ekonomiste, sociologe, politologe, filozofe, jezikoslovce, zgodovinarje. V ospredju so procesi mednarodnega gospodarskega sodelovanja. Mednarodno gospodarsko sodelovanje postaja gonilna sila današnjega sveta. Mnoge organizacije, javne in zasebne, težijo k spodbujanju in uveljavljanju čezmejne gospodarske dejavnosti. Med prve sodijo države in njihove zveze in povezave, med druge tudi religiozne in kriminalne združbe. Prispevek obravnava tri vprašanja. Kaj je vsebina mednarodnega gospodarskega sodelovanja? Kako ga proučevati? Kdo v njem sodeluje? Odgovori na ta vprašanja so deloma odvisni od identifikacije in uporabljenih metode, klasificiranja in selekcije, dojemanja preteklosti in prihodnosti.

Ključne besede: globalizacija; mednarodno gospodarsko sodelovanje

Neven Borak, Ph.D.

The Breadth of Globalization

Globalization is simultaneously a new social science paradigm and a part of everyday life. It is equated to westernization, Americanization, international economic cooperation, internationalization, liberalization, modernization, universalization, homogeneity as well as differentiation and disintegration. It evokes extreme enthusiasm, induces scepticism and decisive refusals. Economists, sociologists, political scientists, philosophers, linguistics and historians are all interested in globalization.

In the forefront are the processes of international economic cooperation, which is becoming the driving force in today's world. Many organizations, public and private, lean toward encouraging and enforcing cross-border economic activities. Among the former are countries and their connections and the latter religious and criminal entities.

This article covers three questions. What is the content of international economic cooperation? How do we study it? Who participates? Answers to these questions are partially dependent on identification and methods already used, classification and selection, understanding and comprehending the past and the future.

Keywords: globalization, international economic cooperation

Nataša Borse
Ministrstvo za obrambo RS, Ljubljana
Slovenija

Slovenija, finance Evropske unije in finančni mehanizem obrambnega značaja (Athena)

Namen tega strokovnega članka je predstaviti Slovenijo v povezavi s financami Evropske unije (EU), s pomočjo strokovne literature različnih avtorjev in virov. Prvi del naloge je namenjen predstavitvi proračuna EU, katere kategorije polnijo njen proračun na strani prihodkov ter v katere namene so preusmerjeni odhodki. Vemo, da se proračun iz leta v leto spreminja, s tem pa se spreminja tudi financiranje proračuna EU, ki se pomembno razlikuje od financiranja drugih mednarodnih organizacij. V nadaljevanju sledi še proračunski postopek EU. Zadnji del naloge sem namenila Atheni, finančnemu mehanizmu za upravljanje financiranja skupnih stroškov EU, ki so vojaškega ali obrambnega pomena. Pomembno se mi zdi poudariti to področje, saj v času slovenskega predsedovanja EU, predsedujemo tudi Posebnemu odboru Athena. Predstavljam ga tudi zato, ker širši javnosti ta finančni mehanizem ni poznan.

Ključne besede: proračun, prihodki, odhodki, Evropska unija (EU), finančni mehanizem

Nataša Borse

Slovenia, Finances of the European Union and the Financial Mechanism Characteristics of Defence

The main purpose of this paper is to present Slovenia in relation to the finances of the European Union. References to professional literature from various authors and sources are used to support the overview. The budget of the European Union is described in the first part of the paper, explaining the categories of revenues and expenditures. It is well-known that the budget is modified annually, which consecutively affects budget financing. This type of financing is considerably different from other international organisations. The second part of the paper explains the budgeting process of the European Union. The paper concludes with a presentation of Athena, a mechanism of administering financing of the common costs of European Union operations having military or defence implications. I find this particularly relevant due to Slovenia's Presidency over the Council of the European Union, which in-turn presides over Athena's Special Committee.

Keywords: budget, revenue, expenditure, European Union (EU), financial mechanism

Izzivi globalizacije – ustvarjalnost in timsko delo

Živimo v času, ko so hitre spremembe postale naša stalnica, ko je poslovanje dinamično usmerjeno, ko je globalizacija izziv in priložnost za podjetne. Svet postaja vse manjši, borba za preživetje vse težja. Nova ekonomija temelji na digitalni revoluciji in obvladovanju informacijskih tokov, poslovne spremembe pa zagotavlja preplet poslovne kulture, timskega dela in reinženiring poslovanja. Ustvarjalno okolje je pomemben dejavnik uspeha v podjetju, saj je ustvarjalnost tista, ki postaja gonilna sila gospodarske rasti. Ustvarjalnost je socialni proces, ki največkrat zahteva skupinsko delo. Timsko delo tako postaja čedalje pogostejša oblika organiziranosti dela v organizacijah, saj so problemi sodobne družbe vse bolj zapleteni. Tim ima v primerjavi s posameznikom večji potencial glede prilagodljivosti, produktivnosti in kreativnosti, večja pa je tudi verjetnost inovativnih in celostnih rešitev. V ustvarjalnem timu se tako nenehno sprožajo ustvarjalne misli in mnenja, ki jih moramo znati uporabiti v realnosti, kajti sadovi ustvarjalne vrednosti dobijo svoj vrednostni predznak šele v praktični uporabi.

Ključne besede: globalizacija, nova ekonomija, ustvarjalnost, timsko delo, ustvarjalni tim

Gabrijela Barbič Goleš

Globalization Challenges: Creativity and Teamwork

We live in a time when fast changes have become our constancy, when business is guided dynamically, where globalization is a challenge and an opportunity for entrepreneurs. The world has become a global village and the battle to survive is becoming more difficult. The new economy is based on the digital revolution and the control of information flow. More specifically, business changes ensure an interweavement of business culture, teamwork, and re-engineering of businesses. A creative environment is an important factor to the success of a company and for this reason creativeness becomes the driving force of economic growth. Creativity is a social process which most frequently demands teamwork. Teamwork is becoming a more frequent way of organizing work in companies, namely because problems of contemporary society are becoming more complicated. In comparison with an individual, a team has a greater potential in its adoptability, productivity, and creativity. In addition, there is greater probability of innovative and integrated solutions. Within the creative team, there are constant triggers of creative thoughts and opinions, which have to be applied to reality, because the fruits of creative value obtain their usefulness when they are used practically.

Keywords: globalization, new economy, creativeness, teamwork, creative team

Gordana Batinič Jakofčič
Begrad, d.d.
Slovenija

Smernice za zmanjšanje primanjkljaja deficitarnih poklicev v slovenskem gospodarstvu

V Sloveniji se bomo zaradi demografskih vplivov oziroma staranja prebivalstva in velikega zmanjševanja naravnega prirastka prebivalstva v kratkem času soočili z velikim deficitom delovne sile. Za rešitev nastale situacije bodo potrebni večji imigracijski tokovi proizvodnih pa tudi visokokvalificiranih tehničnih in menedžerskih kadrov. V prispevku so bralcu prikazani podatki o številu tuje delovne sile v slovenskem gospodarstvu po posameznih poklicih v letu 2007 in projekcija gibanj za prihodnje kratkoročno obdobje. Namen prispevka je spodbuditi iskanje rešitev za zapolnitev primanjkljaja deficitarnih poklicev v Sloveniji z ekonomskimi migracijami. Med ukrepi, ki jih navajajo snovalci strategije ekonomskih migracij, so: spodbujanje zaposlovanja visokokvalificiranih delavcev, raziskovalcev in študentov, spodbujanje vrnitve oziroma sodelovanje slovenskih strokovnjakov, ki delujejo v tujini, privabljanje migrantov s finančnim kapitalom, preprečevanje »bega možganov« in zagotovitev hitrega zmanjševanja začasnih neskladij na trgu dela.

Ključne besede: deficit delovne sile, proizvodni kadri, visokokvalificirani tehnični in menedžerski kadri, tuja delovna sila, ekonomske migracije

Gordana Batinič Jakofčič

Directives in Decreasing Deficit Occupations in Slovenia's Economy

Due to demographic influences, that is the ageing of the population and the considerable decrease of natural growth of population, Slovenia will soon face a substantial labour force deficit. Larger immigration flows of production workers and highly qualified technical and management personnel will become necessary to solve the resulting situation. The article presents data on the number of foreign labour force in the Slovene economy in 2007, broken down by individual occupation, and the projection of trends for the coming short-term period. The aim of this article is to encourage finding solutions to cover the Slovene deficit of occupations with economic migration. Among several measures that are specified by the designers of economic migration strategy include: promoting recruitment of highly-qualified employees, researchers and students; encouraging Slovene professionals working abroad to return to or to cooperate with Slovenia; using financial capital to attract migrant workers; preventing brain-drain and ensuring rapid diminution of temporary disparity on the labour market. In general, immigration should be beneficial for the country and its economy that would enable economic growth, thus, contributing to a more dynamic and efficient economy.

Keywords: labour force deficit, production workers, highly qualified technical and management personnel, foreign labour force, economic migration

Denis Bezgovšek
Gostilna Bezgovšek, s.p.
Slovenija

Zadovoljstvo gosta v slovenskih gostilnah

Turizem je osrednja gospodarska panoga 21. stoletja in temeljni kazalec družbenega razvoja. Z vstopom v Evropsko unijo (EU) in strategijo Slovenije odpiramo naši ponudbi vrata v svet. Izboljšane gospodarske razmere nam danes na široko odpirajo vrata v bližnji in daljni svet, oddih, razvedrilo in sprostitev postajajo nekaj vsakdanjega. Kakovost življenja se izboljšuje in tudi povpraševanje po bolj kakovostnih izdelkih in storitvah je vse večje. Globalizacija, vstop Slovenije v EU in zvišanje življenjskega standarda je povzročilo spremembe pri povpraševanju gostov v gostinskih obratih. Do nedavnega smo vsi zaposleni v gostinstvu in turizmu na prvem mestu poudarjali odločilne dejavnike za naše goste ceno, količino, oddaljenost storitve, kar pa danes vodi v nekonkurenčno poslovanje, če pri tem nismo pozorni na dejavnike, ki na tem mestu prevzemajo odločilno vlogo. V današnjem času za naše goste postaja vse pomembnejše kakovost oziroma kakovost tako izdelka kot surovine, iz katerega je izdelek narejen, vedno bolj zanimiva postaja all inclusive ponudba raznih porok in organiziranih srečanj oziroma praznovanj, goste zanima tudi nevsakdanjost, vedno več si jih želi poskusiti nekaj novega.

Ključne besede: gostinstvo, gost, kakovost

Denis Bezgovšek

Customer Satisfaction in Slovenian Inns

Tourism is the central economic branch of the 21st century and a fundamental index for social development. Membership in the European Union (EU) and Slovenia's strategic policy have put our supply on the market. In today's improving economic conditions, Slovenia has become recognizable to the rest of the world, which has subsequently made entertainment and relaxation very common. The quality of life is improving and therefore, demands for more quality goods and services have increased as well. In Slovenia, globalization, entrance into the European Union and increased living standards has caused many changes concerning customer (i.e. guest) demands in the catering industry. Until recently the main factors of concern for all employed in the catering industry were the price, quantity, and service distance that contributed to the number of guests. However, today this kind of management leads to non-competitiveness. For this reason some precautionary steps have to be taken. Nowadays, our guests are increasingly more interested in quality and quality goods as well as the raw materials that products are made of. Gaining popularity are all-inclusive wedding services, organized gatherings, and celebrations. Guests are interested in the uncommon and wanting to experience something new. Ambience itself plays an important role here.

Keywords: catering industry, guest, quality

Damjan Blažič
Mercator, d.d.
Slovenija

Vloga izobraževanja na prehodu v družbo znanja

Za učinkovito konkuriranje v novi, na znanju temelječi družbi, bodo države morale oblikovati celostne strategije, s pomočjo katerih bodo ustvarile ugodno razvojno okolje, ki bo omogočalo čimbolj uspešen priklop na vedno večje zaloge znanja in povečalo inovativno sposobnost njihovega gospodarstva. Ključni del teh reform bo nedvomno povečanje vlaganja v izobraževanje in reforma sistemov izobraževanja in usposabljanja. Opisane razvojne spremembe pomembno spreminjajo tudi potrebno usposobljenost in izobraženost prebivalstva. Brez visoko izobraženih, fleksibilnih, podjetnih in ustvarjalni kadrov, ki bodo nenehno izpopolnjevali svoje znanje, ni inovativnega dela. Le ustrezno izobražena in usposobljena delovna sila bo sposobna učinkovito ustvariti, deliti in uporabiti znanje. Avtor analizira nove trende v izobraževanju, ki jih prinaša opisana transformacija v na znanju temelječo družbo. Pri tem so mu v pomoč tudi dokumenti Evropske unije. Poizkuša raziskati, kakšno je stanje na področju zaloge kapitala izobrazbe, kakšna je dejanska usposobljenost prebivalcev tranzicijskih držav srednje in vzhodne Evrope za delovanje v novih pogojih in v kakšni meri je tem državam že uspelo uveljaviti strategijo vseživljenjskega učenja in uvesti informacijsko-komunikacijske tehnologije v izobraževalni proces.

Ključne besede: izobraževanje, družba, znanje, šola, Evropska unija

Damjan Blažič

Role of Education in Knowledge Based Societies

For countries to compete effectively in a new knowledge-based society, strategies will have to be shaped to create a suitable environment for development. As such, it will be possible for countries to successfully connect to the growing knowledge supply and improve the innovative abilities of their economy. Undoubtedly, the key part of these reforms will be greater investments in education and reforms in the system of education and qualification. These described developmental changes, significantly transform the needed qualifications and education of the population. Without highly-educated, flexible, and creative employees, who continually participate in life-long learning, there will be no innovations. Only a suitably educated and trained labour force will be able to create, share and use their knowledge effectively. The author analyzes new trends in education, brought about by the transformation of the knowledge-based society. European Union documents are used to assist in the analysis of the paper. The author attempts to define the current state of knowledge supply, the actual qualifications of the population of Central and Eastern Europe transition countries, and their ability to function under new conditions. The author also describes to what extent they have already managed to put forth the strategy of lifelong learning and the use of Information & Communications Technology (ICT) in the educational process.

Keywords: education, society, knowledge, school, the European Union

Socialni kapital v podjetju Mercator, d.d.

Socialni kapital je eden izmed sedmih socio-kulturnih dejavnikov razvojne uspešnosti. Koncept socialnega kapitala ni nov, saj je že dolgo poznan v sociologiji, politologiji, antropologiji in ekonomiji. Zanimanje za socialni kapital je postmoderni in globalni fenomen, ki si ga lahko razlagamo kot nadaljevanje razprav o civilni družbi. Kljub vsemu pa še vedno nimamo natančne in nesporne definicije tega koncepta. Navkljub konceptualnim dilemam, večpomenskosti in težavam z merjenjem gre za pomemben koncept z veliko razlagalno močjo. Teoretiki socialnega kapitala se razlikujejo glede na to, ali obravnavajo socialni kapital kot lastnost individualnih omrežij ali pa kot kolektivno lastnost. V članku obravnavamo sedem socio-kulturnih dejavnikov razvojne uspešnosti, ki so: civilizacijska kompetenca, kognitivna mobilizacija, kakovost politike, podjetniški duh, družbena kohezivnost, odprtost družbe v mednarodni prostor in socialni kapital. Izmed sedmih socio-kulturnih dejavnikov razvojne uspešnosti bomo natančneje analizirali pomen socialnega kapitala, in sicer se bomo osredotočili na vire socialnega kapitala, njegove učinke, merjenje socialnega kapitala, socialna omrežja in primerjavo med človeškim in socialnim kapitalom.

Ključne besede: sociologija, politologija, antropologija, ekonomija, civilna družba

Mitja Blažič

Social Capital in Mercator, d.d.

Social capital represents one of the seven socio-cultural factors of developmental performance. The concept of social capital is not new and has been known for quite some time in sociology, political science, anthropology and economics. The interest in social capital is a post-modern and global phenomenon, which can be interpreted as a continuing discussion of civil society. Nevertheless, we still do not have an accurate and undisputable definition of this concept. In spite of all the conceptual dilemmas, it is an important concept with large explanatory power. There are two groups of social capital theoreticians: the ones who believe that social capital is a resource that should be used for public good and others who deem that it should be used for the benefit of individuals. The article defines seven socio-cultural factors of developmental performance, which are: civilisational competence; cognitive mobilisation; quality of governance; entrepreneurial spirit; social cohesion; openness to the international environment; and social capital. Of the seven socio-cultural factors, the article will analyze more in-depthly the meaning of social capital as it can play an important role only if it is in synergy with other factors.

Keywords: sociology, political science, anthropology, economics, civil society

Gašper Bračič, Actual IT, d.o.o., Koper
Mihovil Rameša, DHL Global Forwarding d.o.o., Koper
Tamara Ristić, Razvojni regionalni center Koper
Aleksandar Andrić, Sparkasse, d.d.
Slovenija

Dodana vrednost portalov v podjetjih

Vse več podjetji se v današnjem dinamičnem poslovnem svetu sooča z upravljanjem ogromne količine dokumentnega sistema in tekočega delovanja procesov v podjetju. Problem, ki nastaja pri obvladovanju, iskanju in skrivanju zaupnih dokumentov je velika poraba delovnega časa. Dodana vrednost portalov (v našem primeru SharePoint) je prihranek na času, večja in bolj pregledna varnost dokumentov, poenostavljeni procesi (delotoki), ki omogočajo kvalitetnejšo in hitrejšo odzivnost podjetja na notranje in zunanje priložnosti ter zahteve. Obenem uvedba portalov v podjetju posledično pomeni konkurenčno prednost, ki ob pravem koriščenju, pride do izraza. Na tem mestu lahko govorimo o družbenih in organizacijskih izzivih globalnih informacijskih sistemov. Pomemben dejavnik uporabe portalov je izobraženost kadra, ki mora razumeti koncept in možnosti delovanja portala. Portali so odlična priložnost za večja podjetja ali korporacije, da pospešijo svoje procese in omogočijo bolj transparentno poslovanje.

Ključne besede: portal, podjetje, dodana vrednost, procesi, outsourcing

Gašper Bračič, Mihovil Rameša, Tamara Ristić, Aleksandar Andrić

Added value of portals in companies

More and more companies in today's dynamic business world are faced with managing huge quantities of document systems and smooth operational processes in the company. The problem that arise, while handling, searching, and concealing confidential documents, is the working hours it consumes. The added value of portals (in our case SharePoint) is that they are less time consuming, they enable a larger and more transparent safety of documents, have simplified processes (workflows), which enable better and quicker company's response to internal and external opportunities and demands. At the same time, the introduction of portals within a company results in a competitive advantage that manifests itself with proper exploitation. At this point we can speak about social and organizational challenges of global information systems. An important factor in using portals is the staff's educational level, who must understand the portal's concept and operational possibilities. Portals are a great opportunity for larger enterprises or corporations to accelerate their processes and provide more transparent operations.

Keywords: portal, company, added value, processes, outsourcing

Dr. Vesna Brčić – Stipčević, dr. Vladimir Čavrak,
mag. Irena Guszak
Univerza v Zagrebu, Visoka ekonomsko-poslovna šola
Hrvaška

Hrvaški trg storitvenih dejavnosti: intervencionizem lokalnih oblasti ali monopol prostega trga?

Članek raziskuje cene javne službe v izbranih hrvaških mestih ter identificira tako lastniško strukturo dotičnih podjetij kot cenitvene taktike in postopke. Prav tako opisuje primere kršitev potrošniških pravic v sektorju javnih služb. Nazadnje skuša članek podati odgovor na vprašanje ali, in če, kako bi bilo možno povečati učinkovitost in zmožnost javnih služb ter tako zmanjšati podporo iz javnih sredstev brez višanja cen za potrošnike in s hkratnim varovanjem potrošnikov in njihovih pravic.

Ključne besede: javna služba, cene, subvencija, lastniška struktura

*Vesna Brčić - Stipčević, Ph.D., Vladimir Čavrak, Ph.D.,
Irena Guszak, M.Sc.*

Croatian Utility Services Market: Local Government Interventionism or Free Market Monopoly?

Recent increases in utility services prices have provoked Croatian citizens to strongly object to them. On one side, utility service prices in Croatia are below European Union average, but the living standard is also below average. On the other hand, the utility services industry is still receiving government subsidies, majority of utility services companies are owned by local governments, who benefit from the monopoly position within their local markets. Transition and EU accession processes expect Croatia to eradicate subsidies and introduce market prices. Several local governments in Croatia were awarded concessions to private utility services companies and liberalized the prices. The direct consequences were violated consumer rights, as well as other national laws and regulations. This paper will explore the utility services prices in selected Croatian cities; identify the ownership structure of those companies, as well as pricing policies and procedures. Examples of consumer rights violations in utility services sector also will be described. Lastly, this paper will attempt to answer the question whether, and if so, how, it would be possible to increase efficiency and efficacy of utility services companies to diminish subsidies without price increases for consumers, while simultaneously protecting consumers and their rights. To develop the final text, secondary data are used and analyzed, in pursuit of interdependence between price policies and procedures, price level and ownership structures.

Keywords: utility services, prices, subsidies, ownership structures

Uvedba sodobnega kontaktnega centra v poslovni sistem

Upravljanje s strankami in zagotavljanje visokokakovostne podpore uporabnikov storitev v poslovnem sistemu je nezadržen proces, brez katerega danes več ne gre. Spremembe v poslovanju zahtevajo, da se podjetje orientira navzven v prvi vrsti proti strankam ter hkrati proti partnerjem, s katerimi sodeluje v poslovnem procesu.

Namen raziskave je bil razvoj celostnega modela o nujnosti, prednostih in postopkih uvajanja sodobnega kontaktnega centra v poslovni sistem. Z uvedbo sodobnega kontaktnega centra v poslovni sistem je raziskava k razvoju znanosti na teoretičnem področju med drugim tudi podala odgovore na razna poslovna vprašanja. Na aplikativnem področju je raziskava k razvoju znanosti prispevala implementacijo tehnologij za potrebe sodobnega kontaktnega centra poslovnega sistema. Spoznanja iz raziskave bodo pomagala odločevalcem, da na osnovi kriterijev uspešnosti poslovnega sistema in omejitev, ki jih postavlja okolje, izberejo uvedbo sodobnega kontaktnega centra v poslovni sistem. Kot rezultat raziskave je podan model uvedbe sodobnega kontaktnega centra v poslovni sistem od same iniciative do vzpostavitve. Model je bil uveden v poslovnih sistemih bančnega sektorja in raziskava izvedena na populaciji uporabnikov in ponudnikov storitev.

Ključne besede: klicni center, kontaktni center, projektni pristop, baza znanja, ekspertni sistem

Simona Breznik

Introduction of a Contemporary Contact Centre in Business Systems

Customer care and assurance of high quality support service is a continual process that is inevitable in today's economic climate. Changes in business require that companies orient themselves initially towards their customers and simultaneously towards their partners, with whom they collaborate. The purpose of this study was the development of a complete model on the necessities, advantages and procedures in the implementation of a contemporary call centre within a business system. With the introduction of the contemporary call centre within the business world, research in science and theory have been able to suggest possible solutions to various business questions. Applied research has contributed in the implementation of technology for the needs of the contemporary call centre. Results from research will assist in making decisions on the basis of criteria of successful business systems and limitations imposed by its surroundings. The results of the research study presents a model of a contemporary call centre within a business system from its inception to its establishment.

Keywords: Call centre, contact centre, project method, knowledge base, expert system

Odnos do bolnikov

Spremembe in potrebe sodobne družbe predstavljajo za zdravstvene delavce velik izziv. Resen problem so demografske spremembe, medicina se vse hitreje razvija, pričakovanja prebivalcev so vse večja in vse bolj so osveščeni, večja se meja med bogatimi in revnimi, večajo se zahteve po vse večji kakovosti storitev. Skrbstveno delo izvajajo ljudje za ljudi. Vsi si želimo lepe odnose, vsi imamo tudi slabe izkušnje z odnosi: v odnose vstopamo in v odnosih nastajamo, kakovost odnosov pomeni kakovost življenja. Odnosi v nas živijo tudi potem, ko osebe že dolgo nismo videli (po njeni odselitvi, smrti,...). Odnose lahko obnavljamo in poglobljamo ter zaključimo. Na primarni ravni zdravstva se komunikacija začne že ob vstopu pacienta v ustanovo. Le-ta se mora počutiti sprejetega, začutiti mora, da smo ga pripravljeni poslušati in mu pomagati. Namen članka je prikazati pomen pacientovega zadovoljstva z našim odnosom do njega. V članku bo prikazana anketa, ki je bila izvedena v Zdravstvenem domu Metlika med pacienti o zadovoljstvu. Rezultat ankete je pokazal, da so pacienti najbolj zadovoljni z odnosom in kakovostjo zdravstvenih delavcev do pacientov in dela. Visoko so ocenili tudi odnos zdravstvenih delavcev do dela, nekoliko manj pa dostopnost storitev in urejenost Zdravstvenega doma Metlika.

Ključne besede: izziv sodobne družbe, odnos bolnik – zdravstveno osebje, zadovoljstvo pacientov

Mira Brodarič

Attitudes Towards Patients

Changes and needs within modern society present a greater challenge to health workers. These challenges encompass: demographic change, the quick-paced development within the field of medicine, higher expectations and enhanced awareness of patients, the increased widening of the gap between the rich and the poor, and greater demands for quality service. We all aspire towards healthy relationships; however we have all experienced unsuccessful ones. We enter into relationships and within these we develop. The quality of our relationships represents the quality of life. A relationship lives within us long after we have stopped seeing them (e.g. after individuals move away, die, and so forth). We can renew our relationships, develop them or even cease them. At the primary level of medical treatment, patient communication begins the moment they enter the health centre. The patient should feel welcome, a willingness from health workers to help and listen to the patient. The purpose of this article is to show the importance of patients' satisfaction with our attitudes towards them. The article presents a patient satisfaction survey conducted at the health facility (Zdravstveni dom) Metlika. The survey results show that the patients are most satisfied with health workers in their attitude towards patients and their work. The health workers were highly assessed in their attitude towards their work and slightly lower were the results towards availability of the service and cleanliness of the health facility (Zdravstveni dom) Metlika.

Keywords: challenges of modern society, patient and health worker relationships, patient satisfaction

Danilo Burnač
Mestna občina Maribor
Slovenija

Reorganizacija gospodarskih javnih služb v Mestni občini Maribor

Strokovni članek sem posvetil gospodarskim javnim službam v mestu Maribor. Stanje organiziranosti po stari zakonodaji in predlog, kako naj bi v skladu z določili novega zakona izгледалa organiziranost javne službe v mestu. V strukturi mojega strokovnega članka so zajeta predpisana poglavja, uvod, obdelava teme in sklep. Namen uvoda je bil predstaviti vsebino obravnavane teme. V tem delu so prikazana izhodišča, namen in cilji raziskave. V obdelavi teme sem preučil stanje gospodarskih javnih služb v Mestni občini Maribor. V nadaljevanju se posvetim definiranju zakonske podlage javno-zasebnega partnerstva. V družbah, kjer ni zasebnega kapitala, je statusna organiziranost drugačna kot v gospodarskih javnih službah, kjer je udeležen zasebni kapital. V samem strokovnem članku razložim stanje. V tem delu obravnavam različne oblike organiziranja gospodarskih javnih služb v Mariboru na podlagi nove pozitivne zakonodaje, predvsem v smeri razpisa koncesij ter podelitve neposredne koncesije, kadar je lastnik gospodarske javne službe lokalna skupnost. Tukaj razložim tudi svoj predlog reorganizacije gospodarskih javnih služb v Mariboru. Uporabim tudi metodo analize rezultatov poslovanja teh družb na javnem in tržnem delu. Postavim tudi vprašanje nadzora lokalne skupnosti preko imenovanja članov nadzornega sveta družb.

Ključne besede: gospodarske javne službe, javno-zasebno partnerstvo, lokalna skupnost, koncesija, reorganizacija

Danilo Burnač

Reorganization of Public Utility Services in the Municipality of Maribor

This article discusses public utility services in the city of Maribor. It describes the state of organization according to the old legislation and includes suggestions how the organization of public services in the city should look like according to the provisions of the new law. The structure of this article includes the compulsory chapters of introduction, more detailed review of the topic and the conclusion. The purpose of the introduction was to introduce the contents of the topic. The starting-points, purpose and the goals of the research are presented. In the following chapter, I closely examined the state of public utility services in the municipality of Maribor. Following, I concentrated on defining the legal grounds of the public- private partnership. The companies without private capital are organized differently from companies where private capital is present. The situation itself is discussed in the article. More specifically, I discuss the different organizing types within public utility services in Maribor based on the new favourable legislation. The discussion follows on the topic of tender notices and imparting direct tender concessions when the owner of the public services is the local community. Here I suggest and explain my proposal for the reorganization of public utility services in Maribor. The method of analysing the results of companies operation in public and market part is applied. I outline a concern questioning the control of the local community by appointing the members of the supervisory council.

Keywords: public utility services, public private partnership, local community, concession, reorganization

Andreja Cvetko
NLB, d.d.
Slovenija

Vloga Evropske investicijske banke pri spodbujanju razvoja malih in srednjih podjetij

Evropska investicijska banka (EIB) je nastala kot »hišna« banka Evropske unije (EU), najpomembnejše gospodarske integracije na tem geografskem območju, katere nova članica je danes tudi Slovenija. Ustanovljena je bila z namenom pomagati pri uresničevanju ciljev EU, najpomembnejši med njimi je uravnotežen gospodarski razvoj EU. Njeno financiranje se je nanašalo predvsem na projekte gospodarskega razvoja revnejših področij držav članic, okoljska infrastruktura, telekomunikacijske povezave znotraj in med državami članicami, varstvo okolja in razvoj čistejših energij ter podpora razvoju malega gospodarstva. Tako so tudi v Sloveniji prevladovali projekti razvoja infrastrukture in telekomunikacij, kar je bil pogoj za razvoj gospodarstva in oblikovanje medsebojnih povezav med članicami.

Za spodbujanje razvoja malega gospodarstva so postala pomembna globalna posojila EIB, ki so namenjena financiranju manjših projektov majhnih in srednjevelikih podjetij. Ena pomembnejših posredniških bank je tudi Nova Ljubljanska banka, d.d., ki je v letu 2004 prejela enega največjih globalnih posojil za Slovenijo v vrednosti 100 milijonov evrov.

Ključne besede: Evropska unija (EU), Evropska investicijska banka (EIB), globalna posojila, spodbujanje razvoja malih in srednjevelikih podjetij

Andreja Cvetko

Role of the European Investment Bank in Encouraging Development of Small and Medium-Sized Enterprises (SMES)

The European Investment Bank originated as an »in-house« bank of the European Union. This has been the most important economic integration within this geographical area, whose new Member State is also Slovenia. The bank was established with a purpose to assist in the realisation of European Union objectives, the most important of which is a balanced economic development of the EU. The bank's financing operations were primarily oriented towards: economic development projects within poorer regions of EU member states, environmental infrastructure, telecommunication services within and among the member states, environmental protection and development of cleaner energy systems, as well as, the support of small and medium-sized enterprises (SMEs). As such, projects related to infrastructure and telecommunication development were predominant in Slovenia, which was a provision for economic development and building of relations between the Member States. To further development of small businesses, global loans of the EIB became important in financing projects of small and medium-sized enterprises. One of the more important intermediary banks is also Nova Ljubljanska banka d.d., which received in 2004 one of the largest global loans for Slovenia amounting to 100 million Euros.

Keywords: EU-European Union, European Investment Bank, global loans, support of small and medium-sized enterprises

Sonja Damjanovič Antončič
Damjanovič Peter, s.p.
Slovenija

Viri stresa v različnih delovnih okoljih

Obvladovanje stresa je pogoj za uspešno delo in življenje. Stres opredeljuje množica definicij, ki sta jim skupna dva temeljna poudarka, in sicer, da stres v večini primerov povzroča nekdo/nekaj zunaj človekovega organizma ter da so posledice stresa notranje, psihološke in fiziološke narave. Ločimo med škodljivim in prijaznim stresom, endogenim in eksogenim, pozitivnim in negativnim. Vzroki stresa so lahko zunanji in notranji, obremenitve ali stresorji so lahko karkoli, kar predstavlja človeku določeno zahtevo, obremenitev ali izziv. Obremenitve izhajajo bodisi iz okolja, iz organizacije ali so individualne. Tudi izgorevanje na delovnem mestu predstavlja resen problem za posameznika in za organizacijo, v kateri ta posameznik dela. Izgorelost je končna stopnja, ko stres doživljamo izrazito negativno in le-ta traja dalj časa. Za obvladovanje stresa lahko naredi največ posameznik, ki pa lahko uporablja različne individualne strategije samopomoči, veliko pa lahko stori tudi organizacija, kjer je posameznik zaposlen. Stres, ki se pojavlja na delovnem mestu, vpliva na gospodarsko in poslovno uspešnost in delovno storilnost. Stroški posledic stresa in absentizma pa predstavljajo pereč problem tudi v Evropski uniji, zato je pripravila okvirni dogovor o stresu, povezanim z delom. Cilj mojega raziskovanja je ugotoviti, kateri dejavniki najbolj vplivajo na stres pri delu, in na tej podlagi tudi pripraviti ukrepe za izboljšanje stanja.

Ključne besede: stres, stresorji, eksogen stres, endogen stres, pozitivni stres, negativni stres, izgorelost

Sonja Damjanovič Antončič

Sources of Stress in Different Working Environments

Overcoming stress is a key element in being successful at work and in life. Many definitions define stress, but two basic elements are in common. Stress is caused by something/someone outside a human organism, the consequences of stress are internal, and they are of psychological and physiological nature. Stress is differentiated as destructive or kind, internal or external, positive or negative. Stress factors can vary from certain demands to burdens or challenges for a human being. They appear either in the living or working environment or they come from within each person. Burnout also represents a serious problem for the person who suffers from stress, as well as for the organisation for which this individual works. Burnout is the highest level of stress, which is experienced as distinctively negative, especially, if it has been taking place for a longer period of time. To overcome stress a person can take certain action, using various self-help techniques at an individual level or seeking assistance within the employee's organisation. Work-related stress has effects on economic and business efficiency and labour productivity. The costs caused by stress and absenteeism represent a burning problem in the European Union, as well. As such, the European Union has prepared a skeleton agreement of work-related stress.

Keywords: stress, stress factors, internal stress, external stress, positive stress, negative stress, burnout

Barbara Dekleva
Osnovna šola narodnega heroja Maksa Pečarja, Črnuče
Slovenija

Učeča se organizacija

V času globalizacije mora tudi šolstvo slediti spremembam v gospodarstvu in zahtevam nove ekonomije in se ažurno prilagajati. Učeča se organizacija mora omogočati razvoj z znanjem, ravnanja z znanjem in vlogo človeškega dejavnika. Ugotavljal bom, kako moja organizacija že deluje v smeri učeče se organizacije po modelu FUTURE-O. Proces vzgoje in izobraževanja poteka permanentno (stalno) in ga ni mogoče prekiniti. Spremembe v šolstvu potekajo »leteče« in se implementirajo v proces izobraževanja. V učeči se organizaciji je v šoli učenje osnovna dejavnost, v kateri se ne učijo samo učenci, temveč tudi učitelji. V ospredju je torej organizacijsko znanje, oblikujejo se socialne mreže, v katerih se zaposleni medsebojno spodbujajo, izobražujejo in pomagajo, da skupaj dosegajo strateške cilje organizacije skladno z njenim poslanstvom in vizijo. Glavni cilj je povečanje intelektualnega kapitala. Ravnateljica prevzema vlogo koordinatorice timov za večjo hitrost spreminjanja in prilagajanja, ki pa je konkurenčna prednost in vrednota. Inovacije v šoli pomenijo uvajanje novih vzgojno-izobraževalnih programov, nove načine povezovanja, pridobivanje novih virov financiranja. V učencih pa spodbujamo in razvijamo potrebo po vseživljenjskem učenju, veselju, odgovornosti do dela, občutku samospoštovanja, strpnosti do drugače mislečih in ustvarjamo varno skupnost in okolje.

Ključne besede: znanje, intelektualni kapital, izboljšave in permanentnost

Barbara Dekleva

A Learning Organization

In a time of globalization, the educational system has to keep up with changes in the economy and take into consideration the demands of the new economy and adapt to them quickly. A learning organization has to enable development through knowledge, knowledge management and take into account the role of the human factor. I will discuss how an organization, using the FUTURE model, already operates in the direction of being a learning organization. The process of education is a permanent one and cannot be stopped. Changes in the educational system are «on-the-fly» and are implemented in the process of education. When a learning organization is a school, the basic activity is learning. Thus, not only are students learning, but also the teachers. In the fore-front is organizational knowledge where social networks are formed. Within these social networks, employees mutually encourage each other, that is, they educate themselves and help each other to jointly achieve the strategic goals of the organization which are in accordance with its mission and vision. The main goal is to increase intellectual capital. The headmaster coordinates teams to ensure quick changes and adaptation, which is the competitive advantage and value of a learning organization. Innovations in a school mean the implementation of new educational programs, new methods of interconnecting, and acquiring new financial sources. Students are encouraged to develop the need of life-long learning, happiness, work responsibility, gain self-respect, and tolerance towards those who think differently from them.

Keywords: knowledge, intellectual capital, improvements and permanence

Damir Delič
D&DD Novo mesto
Slovenija

Projekt postavitve internet trgovine

Zaradi globalizacije, ki je povzročila veliko povečanje uvoza tekstila iz Azije (Indija, Pakistan Kitajska), si morajo tekstilna podjetja postaviti nove strateške cilje. Slovenska tekstilna industrija nima več perspektive v prihodnosti, zato mora poiskati nove tržne priložnosti, ki so v iskanju tržnih niš.

Tržne raziskave kažejo, da bi lahko bila taka priložnost proizvodnja posteljnine za plovila in njeno trženje preko interneta. Tehnološki del poslovanja bo podjetje zaupalo podjetju za internet, ki bo naredilo spletno stran, uredilo plačilni promet (sprejemanje plačilnih kartic). Pomembno bo poskrbeti za zaščito vseh podatkov in transakcij. Raziskave kažejo, da bodo uspela le podjetja, ki bodo znala združiti virtualni in klasični del poslovanja.

Ključne besede: strateški cilji, elektronsko poslovanje, elektronsko nakupovanje, spletna trgovina

Damir Delič

A Project of Constructing an Online Shop

Due to globalization, which caused a strong import increase from Asia (India, Pakistan, China), textile industry has to build a new strategy target. Slovene textile industry, as such, has no perspective. That is why it has to find new market opportunities.

Market research shows that production of bed linen for vessels and marketing on the internet could be one of the new opportunities. A company choosing to do so would have to trust the technology portion to a business that would create a web page, arrange financial transactions (accepting credit cards), and interactivity. It is vital to ensure privacy protection of all data and transactions. Research shows that only those companies will succeed that are able to coalesce both virtual and classic parts of business.

Keywords: strategy target, electronic commerce, on-line shopping, on-line shop

Inovativnost za gospodarnejše upravljanje s prostorom

Vse hitrejši tehnološki razvoj in informatizacija družbe v pogojih globalizacije ne prizanaša naravnemu in urbanemu okolju ljudi. Prostor ostaja pomemben dejavnik ekonomskega in socialnega razvoja mest in drugih lokalnih središč. Eno ključnih vprašanj je, kako vzpostaviti razvojno učinkovito ravnotežje med težnjami po povečanju privlačnosti prostora za bivanje, gospodarska vlaganja, poslovne priložnosti, turizem, ob racionalnem ravnanju s prostorom in brez okoljskih tveganj. Legitimnost takšnih teženj pa se lahko ujame v pasti prevlade posamičnih interesov nad širšimi in kratkoročnih ekonomskih koristi za ceno izgube dolgoročnih. V članku želimo izpostaviti nove ter pokazati na zapostavljene možnosti doseganja večje razvojne sposobnosti mest in naselij. Članek se osredotoča na inovativno in aktivno trajnostno naravnano prostorsko ter zemljiško politiko. Njena učinkovitost temelji na inovativnem in transparentnem vzpostavljanju (med)regionalnega mrežnega partnerstva dejavnikov prostorske politike kot so investitorji, lokalne skupnosti, izvajalci gospodarskih javnih služb, institucije znanja, mediji, strokovna javnost, lokalno prebivalstvo in drugi.

Ključne besede: prostor, gospodarnost, trajnostni razvoj, upravljanje s prostorom, konkurenčnost, razvojno partnerstvo, inovativna zemljiška politika, identiteta

Jože Derganc

Innovations towards a More Economical Management of Spatiality

The fast paced development of technology and the informatization of society under the current globalization conditions are not forbearing on people's natural and urban environments. Spatiality remains an important factor on the economical and social development of cities/towns and other local centres. One of the key questions is how to create a developmentally effective balance between the tendency towards increased appeal of residential areas, business investments and opportunities, and tourism with an economical behaviour towards spatiality without environmental risks. The legitimacy of such tendencies can cause the prevalence of individual interests towards broader and short-term economical advantages at the price of losing long-term ones. In the article we wish to highlight the new and illustrate the neglected opportunities in achieving greater developmental capacities of towns and settlements. The article focuses on a permanently oriented innovative and active spatial and land policy. Its efficiency is based on an innovative and transparent establishment of (inter-)regional partner network land policy factors, such as investors, local communities, public service contractors, institutions of knowledge, media, expert circles, local population, and others.

Keywords: spatiality, economical, permanent development, spatial management, competitiveness, development partnerships, innovative land policy, identity

Danijel Didič
Pošta Slovenije, d.o.o.
Slovenija

Globalizacija poštних storitev na primeru pošiljk hitre pošte in poslovnih paketov

Glavni namen strokovnega članka je ugotoviti, kako globalizacijski procesi vplivajo na storitve prenosa pošiljk hitre pošte in poslovnih paketov v notranjem in zunanjem prometu. Na analizi primera bomo prikazali prepoznavnost pošiljk hitre pošte in poslovnih paketov med uporabniki, ki jih ponuja Pošta Slovenije in drugi ponudniki na trgu. Cilj strokovnega članka je preučiti vzroke globalizacije, ki vplivajo na notranji in zunanji promet poštних storitev. Novi politični in predvsem ekonomski procesi zahtevajo drugačno vsebinsko in organizacijsko delovanje podjetij pri vstopu na svetovni trg storitev. Strokovni članek bomo razdelili na teoretični in praktični del. V teoretičnem delu bomo podrobneje predstavili teoretične osnove trženja poštних storitev s poudarkom na kakovosti storitev ter zadovoljstvu uporabnikov s poštними storitvami. V empiričnem delu pa bomo predstavili temeljne značilnosti največjega slovenskega ponudnika poštних storitev, podjetja Pošta Slovenije. Ob pomoči anketnega vprašalnika bomo izpeljali raziskavo o prepoznavnosti storitev pošiljk hitre pošte in poslovnih paketov, kjer bomo ob pomoči odgovorov izvedli analizo, s katero bomo potrdili oziroma ovrgli podane trditve. Z analizo bomo tako prišli do ugotovitve, ali so uporabniki s ponudbo poštних storitev Pošte Slovenije – poslovni paket in pošiljk hitre pošte zadovoljni.

Ključne besede: zadovoljstvo uporabnikov, anketiranje, Pošta Slovenije, poštne storitve, hitra pošta, poslovni paket

Danijel Didič

Globalization of postal services for fast posts and business parcels

The main purpose of this article is to determine how the globalization process influences the services of quickly delivered posts and business parcels for domestic and foreign traffic. In the analysis, the article will show the recognisability of fast posts and business parcels among its users that is offered by Slovenian Post Office and other competitors on the market. The aim of this article is to study the causes of globalization that influence domestic and foreign traffic in the postal market. New political, and especially, economic processes require content and organizational processes to be modified within companies when entering the global market. This article is divided into a theoretical and practical part. The former focuses on the theoretical basis of marketing of postal services placing a special emphasis on the quality of services, as well as user satisfaction. The empirical portion presents the basic characteristics and services offered by the largest Slovene postal service named the Slovene Post Office (Posta Slovenia). The research was conducted by using a questionnaire on the recognisability of fast post and business parcels. The analysis of the answers will confirm or reject our affirmations. In addition, the results of the study also will show whether users are satisfied with the services offered by Post of Slovenia.

Keywords: Consumers Satisfaction, Interviewing, Post of Slovenia, Post Services, Fast post, Business Parcel

Strateško načrtovanje in poslovna odličnost v podjetju IMP, d.d.

Poslovno okolje se nenehno spreminja in postavlja podjetjem, ki želijo uspeti na domačem in tujem trgu, nove izzive. Proces globalizacije in podiranje mej med državami sta zaostila konkurenco, ki od podjetij zahteva stalni napredek in boj za vsakega kupca. Z izzivi se podjetja soočajo in jih obvladujejo z uporabo sodobnih strategij na področju dejavnikov poslovne odličnosti, ki omogočajo ustvarjanje konkurenčnih prednosti na trgu.

Če hoče biti podjetje sedaj in v prihodnje konkurenčno – pri tem pa se razume, da je konkurenčnost podjetja v njegovi sposobnosti, da v pogojih dobre donosnosti za podjetje in ob hudi konkurenci na trgu ugotovi vsem zahtevam svojih odjemalcev – konkurenčnost lahko dosega le z neprestanim potrjevanjem zavezanosti poslovne politike k poslovni odličnosti, ki jo podjetje lahko dosega le, če jo strateško načrtuje.

Na pot odličnosti je podjetje IMP, d.d., stopilo v letu 2007 z uvajanjem standardov ISO v poslovanje. Za ohranitev konkurenčnosti podjetja, razvoj strategij poslovanja v prihodnjih letih in za prilagajanje podjetja IMP, d.d., trgu je ključnega pomena uporaba temeljnih načel odličnosti v vsakodnevem poslovanju.

Ključne besede: kakovost, konkurenčna prednost, ISO standardi, EFQM model, poslovna odličnost

Liljana Dolšak

Strategic Planning and Business Excellence of IMP, d.d.

The business environment is constantly changing, thus, presenting new challenges to firms that want to succeed on the domestic and foreign market. The process of globalization and abolition of boundaries among countries have tightened competition, which requires firms to continually progress and fight for every customer. Enterprises are facing challenges and are controlling them by using modern strategies in the area of business excellence concepts which makes possible the creation of a competitive edge on the market.

If a firm wants to be competitive today or in the future (assuming that competitiveness of an enterprise shows in its ability; that under conditions of high profitability and tough competition on the market, the firm is able to meet all the requirements from their clients) it can achieve this by constantly confirming its business policy commitment to business excellence. This can further be achieved only with strategic planning.

The firm IMP, d.d. proceeded down the path of business excellence in 2007 by introducing ISO standards in its business operation. Utilisation of fundamental concepts of excellence in the daily business operations is of primary importance to retain the firm's competitiveness, develop business performance strategies in the next years and to adapt IMP, d.d. to the market demands.

Keywords: Quality, competitive edge, ISO standards, EFQM model, business excellence

Mirjana Dragoš
Dolenjske lekarnе Novo mesto, Lekarna Črnomelj
Slovenija

Profesionalen odnos in komunikacija do otroka in staršev ob hospitalizaciji

Sprejem otroka v bolnišnico je stresen dogodek tako za starše kot tudi za otroka. Za razvoj zaupnega odnosa med medicinsko sestro, otrokom in starši je pomemben prvi stik. Le-ta predstavlja izhodišče za vzpostavitev pristnih medosebnih odnosov ter za sam potek nadaljnega bivanja otroka v bolnišnici. Namen članka je ugotoviti, kakšen je odnos medicinskih sester do otrok in staršev ob sprejemu na oddelek za otroške bolezni splošne bolnišnice. V raziskavi, ki je temeljila na kvantitativni metodologiji, je sodelovalo 40 staršev hospitaliziranih otrok, ki so odgovarjali na delno strukturiran vprašalnik. Rezultati kažejo, da si 32,5 odstotka anketiranih staršev ob sprejemu najbolj želi, da ima medicinska sestra občutek za delo z otroki, kar 92,5 odstotka pa jih je bilo zadovoljnih s sprejemom otroka na oddelek. Izkazalo se je tudi, da so medicinske sestre na oddelku ob sprejemu prijazne, odlično opravijo svoje delo ter da jim otroci in starši zaupajo. Profesionalen in odgovoren odnos, dobra medosebna komunikacija ter etičnost s strani medicinske sestre spodbudi zaupanje staršev in otroka do nadaljnje bolnišnične oskrbe.

Ključne besede: profesionalen odnos, komunikacija, medicinska sestra, otrok, starši

Mirjana Dragoš

Professional Relationship and Communication with Parents and Children at the Time of Hospitalization

Hospitalization represents a stressful occasion for the child and its parents. The first contact among the nurse, parents and child is of great importance for the development of the trustworthy relationship. It is the basis for establishing a true interpersonal relationship and assisting in the child's hospital stay. The aim of the article is to see what the relationship of nurses to parents and their children is like at the moment of hospitalization in a children's ward. The research is based on quantitative methodology. The study encompassed 40 parents of hospitalized children. According to the results, 32,5 % of the parents asked upon admittance want the nurse to have a feeling for working with children. As many as 92,5 % of parents were satisfied with the hospitalization of their children. It was shown that the nurses were kind, performed their jobs excellently, and that children and parents trusted them. Professional and responsible relationships, good communication and ethics from the nurses encourage confidence in parents' and child's continual hospital care.

Keywords: professional relationship, communication, nurse, child, parents

Globalizacija izziv za spletno oglaševanje

Globalizacija je kompleksen pojav, pri čemer gre za mednarodne integracije, s tem povezane strateške povezave, združevanje kapitala, človeških virov, informacij, denarnih tokov, sprememb na področju raziskav, razvoja in tehnologije. Ravno tehnološke spremembe so eden od najpomembnejših dejavnikov globalizacije, kajti pritiski odjemalcev in konkurentov na podjetja povzročajo stalno izboljševanje izdelkov in storitev. Pravo revolucijo na tem področju je povzročil nastanek interneta, saj je pri trženju izdelkov in storitev povzročilo veliko novih načinov posredovanja informacij potrošnikom. Spletno oglaševanje s pomočjo interneta in elektronske pošte je postalo nepogrešljivo komunikacijsko sredstvo in zaradi svojega globalnega dosega postal zanimiv tako za oglaševalce kot ponudnike spletnega oglaševalskega prostora. Razvoj na področju informacijske-tehnološke-komunikacijske tehnologije nas je pripeljalo do uporabe različnih oblik spletnih oglaševanj. Pri tem se pojavljajo določene prednosti in slabosti, vsekakor se uporaba le-teh povečuje in trendi kažejo, da se bo tako tudi nadaljevalo v prihodnje, kar je zagotovo izziv globalizacije na tem področju.

Ključne besede: globalizacija, internet, spletno oglaševanje, tehnologija

Stojan Džebić

Globalization: a Challenge for Web Advertising

Globalization is a complex phenomenon influencing international integrations in connection with strategic mergers, mergers of capital, human resources, information, money flow, as well as changes in the field of research, development and technology. Technology advances are one of the most important factors of globalization, because the customers and competitors constantly pressure the companies to constantly improve their products and services. Internet has revolutionized the field of technology advances because it has provided a number of new means of presenting information to the consumers. Web advertising has utilized the internet and e-mail in becoming the essential communication instrument and its global reach has made it interesting for both advertisers and internet providers. The development in the field of information, technology and communication has enabled various forms of web advertising. Even though these variations have manifested certain advantages and disadvantages, their use is constantly rising and the trends indicate that this rise will continue, which is certainly a challenge for the globalization in this field.

Keywords: globalization, internet, web advertising, technology

Mag. Marija Džunić
Univerza v Nišu. Ekonomska fakulteta
Srbija

Razpoložljivost socialnega kapitala v državah v razvoju

Če upoštevamo, da ekonomske in politične reforme potekajo v specifičnem okolju določenih skupnosti s podedovanimi navadami, običaji, tradicijami in sistemi moralnih vrednot, so končni rezultati različni glede na predpogoje politično ekonomske liberalizacije v dotični državi. Omenjeni predpogoji so lahko izraženi v obliki socialnega kapitala – vira sredstev, ki zajema ne le družbene norme sodelovanja, vzajemnih odnosov in zaupanja, ampak tudi družbene strukture kot so socialne mreže, skupine in društva, ki posameznikom omogočajo dostop do socialnih virov. Članek se ukvarja s problematiko pomanjkanja socialnega kapitala v državah v razvoju in posledicami le-tega na gospodarski napredek in institucionalizacijo novega sistema usklajevanja.

Ključne besede: socialni kapital, transformacija, gospodarska rast, družbene norme

Marija Džunić, M.Sc.

The Availability of Social Capital in Transforming Countries

Today, there is not a single country in the Balkans left that has not expressed a willingness to approach the western world, by accepting its economy, politics and society coordination principles. However, some of the transformation actors cannot commend their enviable success either in economic performance or as a visible progress in other areas of social life. Furthermore, there is a fascinating variety of accomplished transformation achievements, although the reformers have followed almost identical reform recommendations. This fact has lead to a thought that policy is not crucial for transformation success, but that social, political and cultural environment are equally important. Bearing in mind that the process of economic and political reforms are occurring in particular environments of specific societies, with their inherited habits, customs, traditions, and systems of moral values, the final result differs in each particular country, according to preconditions of political-economic liberalization. These preconditions can be expressed in the form of social capital – a resource that encompasses society's norms of cooperation, reciprocity and trust as well as social structures, like social networks, groups and associations which enable individuals to access social recourses. This paper deals with the problem of a lack of social capital in transforming countries, its effects on economic progress, and the institutionalization of a new coordination system.

Keywords: social capital, transformation, economic growth, social norms

Tatjana Fabjančič Pavlič
Zdravstveni dom Krško
Slovenija

Raziskava kakovosti zdravstvenih storitev v ZD Krško kot odziv na izzive globalizacije

Globalizacija posega tudi na področje zdravstva, kar se kaže v večji skrbi za kakovost zdravstvenih storitev in osveščenosti uporabnikov. Vizija države na tem področju je pospeševati izboljševanje kakovosti in varnosti v zdravstvu z uvajanjem sprememb, ki bodo pripeljale do varnejše in visokokakovostne zdravstvene storitve. Namen anketne raziskave je bil izmeriti zaznano kakovost zdravstvenih storitev, preveriti zadovoljstvo uporabnikov zdravstvenih storitev, ga analizirati in ugotoviti, kje so prednosti, slabosti ter podati predloge za izboljšanje kakovosti zdravstvenih storitev v ZD Krško. Raziskava je osvetlila problematične točke kakovosti storitev v ZD Krško, ki se kažejo v hitrosti nudenja zdravstvenih storitev, reševanju zadev na enem mestu ter pravočasnosti izvajanja zdravstvenih storitev. Pokazala pa je tudi na pozitivne točke, kot so urejenost prostorov, opreme in okolja, zunanji videz in znanje zaposlenih, zaupanje zaposlenim ter pripravljenost pomagati. Podana mnenja, kritike in pohvale uporabnikov so lahko koristne informacije za nadaljnje poslovanje zavoda.

Ključne besede: kakovost, porabnik, zdravstvena storitev, ocena, zdravstveni dom

Tatjana Fabjančič Pavlič

Research on the Quality of Health Services in ZD Krsko as a Reaction to Globalization Challenges

Globalization has an impact on health services as well. This impact is evident in greater concern for quality health services and in general consumer awareness. The vision of Slovenia in this area is to accelerate improvements by introducing changes towards high-quality and safer health services. The aim of this survey was to estimate the quality, examine consumers' satisfaction, and to analyse health services in ZD Krško. This was conducted to see the advantages, disadvantage and to provide suggestions for improvement. The survey also has shown problematic issues in the quality of health services, such as how quickly health services are provided, consumers' availability of services in a more centralized location and timeliness of health services. The survey also revealed positive factors, such as arrangement of rooms, surroundings, equipment, exterior appearance and professional knowledge of employees and their readiness to provide assistance. The given opinions and assessment by consumers can be useful for the further operations in ZD Krško.

Keywords: quality, consumer, health service, evaluation, health centre

Trg spletnih športnih stavnic in razvoj prodajne mreže v Italiji

Igralniški turizem predstavlja specifičen, vendar pomemben del sodobne turistične ponudbe. Največji pozitivni makroekonomski učinki so doseženi, če prihaja priliv igralniške potrošnje iz drugih ekonomskih območij in če igralniški gostje veliko trošijo tudi za neigralniške turistične storitve. V državah z jasno in razvojno naravnano igralniško politiko znajo igralniško ponudbo dobro vključiti v spodbujanje razvoja turističnih območij. Tehnološki razvoj, širjenje širokopasovnih omrežij in naraščanje števila uporabnikov spleta pa odpirajo nove poslovne priložnosti. Uporabnost informacijskih tehnologij vrednotimo s stališča doseganja konkurenčne prednosti. Splet daje podjetjem nove tržne priložnosti in nov pristop k trženju. Namen prispevka je analiza projekta vstopa podjetja HIT, d.d., na trg spletnih športnih stavnic v Italiji. Pomemben del članka je namenjen oceni organizacije prodajne mreže v Italiji, vključno z definiranjem ciljnega trga, z analizo konkurence ter študijo izvedljivosti. Ugotavljamo, da leži prihodnost igralništva tudi v spletnem igralništvu.

Ključne besede: igralništvo, spletna športna stavnica, prodajna mreža, Italija

Armand Faganel, M.Sc., Igor Bagon

The Online Sports Betting Market and the Development of a Sales Network in Italy

Gaming tourism represents a specific, but important part of modern tourism. Its positive macroeconomic effects are even greater if the flow of gaming revenues comes from other economic areas, wherein gaming tourists spend heavily in other non-gaming tourist services. New developments in technology, the spreading of broadband networks, together with an increase of internet usage, provide new business opportunities. Applicability of IT is evaluated from the point of achieving a competitive advantage. The Internet offers companies new market opportunities and new approaches to marketing, thus creating a new generation of businessmen and internet service providers. It is an established fact that the use of online casinos as well as realization of such casinos increases yearly. The purpose of this paper is to analyze the project of Slovene's company HIT entering the internet sporting bet market in Italy. An important part of the paper focuses on the organization of the sales network in Italy, along with target market definition, competition analyses, and a feasibility study. We conclude that the future of gambling lies also in online casinos.

Keywords: gambling, internet sports betting, sales network, Italy

Analiza sejemskega marketinga v segmentu avtomobilske industrije

Sejemski nastop v segmentu avtomobilske industrije predstavlja pomemben del tržno komunikacijskega spleta vsakega proizvajalca. Med različnimi tradicionalnimi marketinškimi pristopi, ki jih imajo na razpolago industrijski tržniki, je namenjen razstavam, sejmom in konferencam največji del proračuna. Sejmi služijo kupcem za spoznavanje z aktualnim razvojem, novimi izdelki ter najinovativnejšimi blagovnimi znamkami. Srečanja s prijatelji, kupci, dobavitelji, konkurenti in potencialnimi kupci predstavlja pomemben družaben in ritualni dogodek v komunikacijskem koledarju mnogih podjetij. Raziskave kažejo na velik razkorak v podjetjih, ki kaže različne ravni razumevanja ciljev ter merjenja uspešnosti dogodka. Najpomembnejši razlogi za obiskovanje sejmov ostajajo razvijanje dolgoročnih partnerstev s kupci, nadgradnja korporativne identitete ter zbiranje aktualnih informacij o konkurenci in tehnologijah. V članku je poglobljeno analizirana organizacija nastopa proizvajalca delov za avtomobilsko industrijo, ki svoje izdelke trži globalno. Konkretni rezultati sejemskega nastopa se seveda pokažejo šele na daljši rok in jih v analizi uspešnosti sejemskega nastopa nismo zajeli.

Ključne besede: sejem, sejmski marketing, avtomobilska industrija, dobavitelj delov, tržno komunikacijski splet

Armand Faganel, M. Sc., Maja Drole

The Analysis of Exhibition Marketing in the Automotive Industry

Trade show attendance in the automotive segment represents an important part of marketing communication mix for every supplier. Among various traditional marketing approaches available to business-to-business marketers, exhibitions, trade shows and conference events take the largest share of the budget. Exhibitions fulfil a role for customers by enabling them to become familiar with new developments, new products and leading-edge brands. Meeting friends, customers, suppliers, competitors and prospective customers is an important sociological and ritualistic event in the communication calendar of many companies. Different studies demonstrate gaps at corporate level over understanding goals, and measuring event success. Between the many reasons to use exhibitions, the main aim is to develop long-term partnerships with customers, to build upon or develop the corporate identity and to gather up-to-date market information. The organization of a visit to a trade show for a globally present automotive parts-supplier is analyzed in the paper. Actual results of trade show attendance are evident in long term data and as such, were not included in our analyses.

Keywords: trade show, exhibition marketing, automotive industry, parts supplier, marketing communication mix

Prepoznavnost zdravila za črevesna obolenja – linex®

Informacije so postale odločilna prvina učinkovitega trženja, predvsem zaradi usmerjanja v državno in mednarodno trženje, zaradi osredotočenja na nakupne želje pred nakupnimi potrebami in zaradi prehoda od cenovne k necenovni konkurenci. Brez pravočasnih, zanesljivih in kakovostnih informacij o trgu si danes težko zamislimo učinkovito in uspešno odločanje v marketingu in tudi na drugih poslovnih področjih. Farmacevtska podjetja imajo težavno nalogo pri pridobivanju pravih informacij, predvsem se problem pojavi pri njihovih prodajnih zastopnikih, katerih glavna naloga je, da si pridobijo naklonjenost pri zdravnikih, ki bodo vplivali na nadaljnjo uporabo določenega zdravila.

Benchmarking – primerjalno presojanje (preverjanje) je nenehen proces primerjave izdelkov, poslovnih zmogljivosti in praktik proti najmočnejšim podjetjem, ki so vodilna v svetu. V farmaciji se poslužujejo raznovrstnih raziskav, ki jim omogočajo primerjanje konkurenčnih prednosti, na osnovi katerih si postavijo nove poslovne cilje, pridobijo nova znanja, se učijo od najboljših ter se z njimi primerjajo. Predmet raziskav je ponavadi posamezno zdravilo. Za zdravilo za črevesne težave pod imenom Linex smo naredili primerjalno presojo z drugimi podobnimi zdravili drugih proizvajalcev, na podlagi katere smo ovrednotili dejansko stanje organizacije, ki proizvaja predmet raziskave.

Ključne besede: informacije, trženje, benchmarking, primerjalna presoja, zdravilo za črevesne težave

Manda Firm

Recognisability of Linex: Medication for Gastrointestinal Illness

Information has become a determining element in effective marketing. This is namely a result of domestic and international marketing orientations, the focus on demands before the purchase need arises, and as a result of the transition from a price to a non-price based competition. Efficient and successful decisions within marketing are based on timely, reliable and quality-based information about the market. Pharmaceutical companies experience difficulties in obtaining accurate information. This is especially evident with sales representatives. Their main task is to convince doctors as they are the ones that will affect the continuous usage of medication.

Benchmarking is a continuous process of product comparison, business efficiency and expertise against the most powerful companies in the world. Pharmaceutical companies take advantage of various research studies that enable them to compare competitive advantages. Based on these advantages they create new business goals, gain new knowledge, learn from the best and compare themselves to them. The research topic is usually a certain type of medicine. We conducted a comparison study among medications against intestinal problems called Linex and other similar medicines from other manufacturers. This research showed us the actual value of the company, which produces Linex.

Keywords: information, marketing, benchmarking, comparative judgment, medicine against intestinal problems

E-izobraževanje in globalizacija

E-izobraževanje (uporabljamo tudi izraza e-učenje in e-študij) je sodobna oblika izobraževanja, izpopolnjevanja ter usposabljanja s pomočjo informacijsko komunikacijske tehnologije (v nadaljevanju IKT) oziroma interneta. Bistvo takega načina izobraževanja je, da sta učenec in učitelj lahko krajevno in časovno ločena, kljub temu pa med njima obstaja neka komunikacija. E-izobraževanje in študij na daljavo v svetu nista novost. Izvajajo ju v večini razvitih držav, predvsem na področju izobraževanja odraslih. Lahko rečemo, da sta v sodobnem svetu to že uveljavljeni obliki izobraževanja in izpopolnjevanja, ki sta enakovredni tradicionalnemu izobraževanju. Tako se e-študij uspešno širi tudi v slovenske visoke šole. Osnovni cilj le-tega je modernizacija pedagoškega procesa v skladu s trendi, ki v tem času vladajo v svetu. E-izobraževanje omogoča individualni pristop posameznega študenta k študiju. S tem se seveda poveča motivacija za uspešno delo, ki pa vpliva na večjo prehodnost v višje letnike. Tako postane študij bolj atraktiven, prav tako pa se poveča kakovost poučevanja. Uvajanje e-študija omogoča tudi racionalizacijo izvedbe predavanj in s tem izvajanje pedagoškega procesa na različnih lokacijah. V članku bodo predstavljene dobre in morebitne slabe strani vključevanja e-izobraževanja v študijski proces na visokih šolah ter vplivi le-tega na globalizacijo današnje družbe.

Ključne besede: e-izobraževanje, globalizacija

Ajda Fošner, Ph.D.

E-learning and Globalization

E-learning is a contemporary approach used for education, specialization and training that is facilitated through the use of information and communication technology; more specifically, the internet. The main characteristic of such a mode of study is the fact that a student and a teacher can be spatially and temporally separated but they, nevertheless, communicate with each other. E-learning and distance learning are not a recent phenomenon. Both are used in most developed countries, especially in adult education. One could say that in the modern world both modes of study and training are fairly common and equal to the traditional course delivery. For this reason, e-learning is undergoing a successful integration process into the Slovene higher education system. The main aim is to modernize the pedagogical process in line with current global trends. E-learning enables students to approach their studies individually. It further increases the motivation for successful work that improves students' progression. Therefore, the study becomes more appealing and simultaneously the quality of teaching is further increased. The integration of e-learning enables the rationalization of modules and hence the implementation of the pedagogical process at various locations. This article aims to present the advantages and potential drawbacks of the integration of e-learning into the study process at higher education institutions along with its influences on the globalization of contemporary society.

Keywords: e-learning, globalization

Globalizacija kakovosti v transportu

Globalizacija je združenje kultur sveta in porast zavesti o svetu kot celoti. Sistem obvladovanja kakovosti je tako v teoriji kot tudi v praksi razvila različne metode, sistemov in pristopov, ki organizacijam pomagajo spodbujati in na nek način meriti izboljšave. Glavne metode za to so TQM, EFQM, ISO, 20 ključev idr. Pri prevoznih podjetjih sicer nisem zasledila nobenega specifičnega pristopa k spodbujanju kakovosti, zato se bom osredotočila na dokumentiranje notranjih procesov in notranji presoji. Pri tem bom uporabila standarde serije ISO 9000 (International Standards Organization). Standard je pravzaprav postavil sistem preverjanja uspešnosti z uvedbo različnih sistemov stalnih izboljšav. Sestavljen je iz petih mednarodnih standardov, ki dajejo smernice za razvoj in implementacijo učinkovitega sistema vodenja kakovosti. Namen je, da pri kupcih, odjemalcih dosežemo večje zaupanje, da bodo storitve, ki so rezultat nekega procesa, stalno ustrezale definiranim zahtevam. Tako nam katerikoli pristop k stalnim izboljšavam pomaga, da lažje izpolnimo kriterije standardov ISO. V primeru, da ne uporabljamo nobenih sistemov oziroma metod za stalno izboljševanje, pa nas ISO sili v smer uporabe oziroma izboljševanja. Glavni cilj članka je razvrstiti in uvesti sistem kakovosti v skladu s standardom ISO. Skozi dejavnost prevozniškega podjetja bom poizkušala ponazoriti osem načel vodenja kakovosti, ki bodo rezultat tega članka.

Ključne besede: izboljšave, spodbujanje kakovosti, ISO standard, sistem kakovosti

Urška Gabrijel

The Globalization of Quality in Transport

Globalization is the joining of world cultures and heightening consciousness of the world as a unity. The system of controlling quality has developed, in theory and practice, different methods, systems and approaches that help organisations stimulate and in a way measure improvements. The main methods to achieve them are TQM, EFQM, ISO, 20 keys and so forth. I have not noticed any specific approaches towards stimulating quality with transport companies, so I will focus on documenting internal processes and judgements. I will use the standard ISO 9000 (International Standards Organisation). The standard actually set a system of procedures checking the success of introducing various systems and continual improvements. It consists of five international standards that give guidelines for development and implementation of an efficient system for quality control. The purpose is to achieve an increased trust of customers/buyers and that the services that are a result of this process continually comply with the defined requirements. Any approach towards continual improvements assists us in complying with ease to the ISO criteria. ISO directs us towards improvements in cases where we do not use any systems or methods of continual improvements. The main goal of this article is to classify and to initiate a system of quality in accordance with ISO standards. Through transport business activity, I shall attempt to exemplify the eight principles of managing quality that will be the results of this article.

Keywords: improvement, encouraging quality, ISO standard, system of quality

Posodobljena politika državnih pomoči v okviru lisbonske strategije za rast in delovna mesta

Države članice Evropske unije (EU) imajo različne ukrepe, s katerimi pomagajo invalidskim podjetjem. Ta raznolikost je razlog za oblikovanje takšnih direktiv, na osnovi katerih se bodo poenotile tovrstne državne pomoči. Za njihove prejemnike – invalidska podjetja in druge invalidske organizacije – je bil v ta namen oblikovan akcijski načrt Evropske komisije za reformo državnih pomoči za obdobje 2005–2009. Ob uvedbi ukrepov, ki jih uvaja omenjeni akcijski načrt, naj bi postale državne pomoči bolj pregledne in v pomoč pri doseganju socialne in regionalne kohezije. Smernicam EU bo morala slediti tudi Slovenija. V tem procesu pa moramo odgovoriti na naslednja vprašanja, ki jih bo avtor obravnaval v svojem članku: kakšni so razlogi za politiko državnih pomoči in zakaj EU sploh potrebuje politiko državnih pomoči; kakšno poslovno in podjetniško vzdušje bo treba spodbujati v ta namen; kako posodobiti prakse in postopke državnih pomoči.

Ključne besede: Evropska unija (EU), državne pomoči, akcijski načrt, invalidska podjetja, kohezija

Stanislav Gabrič

Modernized Politics of State Aid within the Lisbon Strategy for Growth and Jobs

European Union (EU) Member States have different directives on how they assist disability companies. For this reason, directives should be set out in such a way as to unify state aid for their recipients (i.e. disability companies and other disability organizations). For this reason a comprehensive state aid action plan was formed through the European Commission for Reform of State Aid 2005-2009 for recipients of assistance. From the inception of directives that are mentioned in the action plan, state aid should become more transparent and assist in achieving social and regional cohesion. Slovenia will have to follow these EU directives. The following questions will be answered in the article: What are the reasons for the politics of state aid? Why does the EU even need a policy of state aid? What should be the business mission and vision? How to modernize the practice and procedures of state aid?

Keywords: European Union (EU), state aid, action plan, disability companies, cohesion

Tina Gajšek
Mariborska livarna, Maribor
Slovenija

Raziskava konkurenčnega prostora podjetja Mlm

Razvoj novih izdelkov blagovne znamke Armal bo v prihodnosti usmerjen v proizvode z višjo dodano vrednostjo s ciljem pozicioniranja v višji cenovni razred in splošnim postopnim dvigovanjem imidža celotne blagovne znamke Armal v očeh končnih porabnikov pa tudi druge javnosti. Pozicijo in ugled je mogoče ohraniti in tudi še povečati, čeprav se trgi odpirajo in prihajajo druge blagovne znamke. Nujno potrebno bi bilo krepiti prisotnost na oglaševalskem področju za vzdrževanje imidža blagovne znamke in aktivno delovati v vseh prodajnih poteh. Posebno pozornost velja nameniti prodiranju velikih domačih pa tudi tujih trgovskih verig, ki jih v BiH in Srbiji še ni veliko ali pa še sploh niso prisotne. Z njihovim pojavom in razvojem bodo bistveno vplivale na nakupne navade, dodatno nevarnost pa bodo pomenile tudi tako imenovane privat label – trgovske blagovne znamke, ki pritiskajo na raven cen na trgu. Ugotavljamo, da je pomembno, da v prihodnosti krepimo korporativno identiteto družbe, povečamo prepoznavnost in ugled, komuniciramo z vsemi ciljnim javnostmi, izboljšamo organizacijsko kulturo in zadovoljstvo zaposlenih in umestimo našo podjetje v lokalno in širše okolje.

Ključne besede: pozicioniranje, imidž, trgovske blagovne znamke, javnost, ugled

Tina Gajšek

Researching the Competition Market for MLM

In the future, the development of new products bearing the Armal trademark will be aimed as higher added-value products placing it within a higher price bracket. This would gradually boost the image of the entire Armal trademark in the eyes of the consumers and the general public. Our market position and reputation can be maintained and enhanced, although the markets are opening up and new trademarks are entering. It would be necessary to strengthen our presence in the advertising field to maintain our trademark image and to focus on different types of marketing channels. Particular emphasis should be placed on the penetration of large domestic and foreign supermarket chains. For the time being, there are only a few or in certain areas non-existent in Bosnia and Herzegovina and in Serbia. The development and appearance of supermarket chains are expected to have a considerable impact on consumer buying habits. An added risk would be private labelling which influences the price level in the market. We ascertained that we should strengthen our corporate identity in the future by enhancing our recognisability and reputation, communicating with the target general public audience, improving our organisational culture, employee satisfaction, and by placing our company into the local and wider environment.

Keywords: positioning, image, private label, public, reputation

Simona Gazvoda
Adria Mobil, d.o.o.
Slovenija

Proučevanje organizacijskega vzdušja v Sloveniji in primerjava rezultatov raziskave SiOk-a s Hrvaško

Zadovoljstvo predstavlja pomemben vidik vzdušja v organizaciji in vpliva na količino in kakovost dela, ki ga zaposleni opravijo. Značilnostim in pomenu vzdušja v podjetjih posvečajo menedžerji v zadnjem obdobju vse več pozornosti, saj jih konkurenca na globalnem trgu sili v iskanje notranjih rezerv, ki pa jih je največ pri boljšem upravljanju s človeškimi viri.

Če želimo ugotoviti vzdušje v organizaciji, moramo analizirati dejavnike, ki vplivajo na organizacijsko vzdušje. Njeno sistematično merjenje lahko pomaga menedžerjem, da jo izboljšajo. To merjenje v slovenskih organizacijah nima dolge zgodovine. V preteklosti je bilo v večji meri nedotaknjeno in, lahko rečemo, tudi zanemarjeno. V Sloveniji je skupina svetovalnih podjetij pod okriljem GZS pripravila projekt SiOK. Njegov namen je raziskovanje in spremljanje organizacijskega vzdušja v podjetjih. V članku se bom oprla na komentiranje rezultatov raziskave SiOK-a in primerjavo ključnih povprečnih rezultatov med Slovenijo in Hrvaško.

Ključne besede: organizacijsko vzdušje, zadovoljstvo zaposlenih, motivacija, merjenje vzdušja, SiOK

Simona Gazvoda

Researching the Organizational Climate in Slovenia and Comparing the Research Results of SiOk with Croatia

Satisfaction represents an important aspect in the climate of an organization and influences the amount and quality of work accomplished by the employees. Lately, managers have taken into consideration the characteristics and meaning of business climate. Namely because, they are forced to search for internal reserves. Such reserves are at its most when management of human resources are improved. If we want to determine an organization's climate than we need to analyze all factors which influence it. Systematic measurement can assist managers to improve the company's climate. This type of measurement does not have a long history in Slovene companies. In the past, this area had been rather untouched and even neglected upon. In Slovenia, a group of consultant companies under the auspices of the Chamber of Commerce and Industry of Slovenia (GZS) prepared a project entitled SiOK. Its purpose is to research and monitor the climate in companies. In the article, I comment on the research results of SiOK and compare the key average results between Slovenia and Croatia.

Keywords: organizational climate, employee satisfaction, motivation, measuring business climate, SiOK

Marketinška organizacija v dobi globalizacije

»Globalizacija izboljšuje možnosti številnih držav v razvoju, da dohitijo industrijske države,« menijo strokovnjaki nemškega inštituta za svetovno gospodarstvo. Zagovorniki kapitala trdijo, da z globalizacijo 6.000 milijonov prebivalcev sveta pridobiva koristi, ki so bile do nedavnega pridržane le peščici ljudi v razvitem svetu. Toda, ali novodobni procesi resnično prinašajo predvsem koristi? Kje so pasti, kje priložnosti? To je temeljno vprašanje gospodarstva modernega sveta, je vprašanje poznavanja in razumevanja globalnega poslovnega okolja, v katerem podjetništvo deluje in v njem ustvarja vrednost. Dejstvo je, da se svet spreminja s svetlobno hitrostjo. Kitajska in Indija že preobražata svetovno gospodarstvo. Ocene, da bosta ti dve državi beležili 15-20 krat večjo rast BDP na prebivalca do polovice tega stoletja, in da vsako leto zaključi študij pol milijona inženirjev in znanstvenikov, kar pomeni, da gre za ponudbo tehnoloških in managerskih zmogljivosti in ne več le poceni delovne sile, so zastrašujoče. Futurologi napovedujejo, da se bo vrstni red gospodarskih velesil v naslednjih desetletjih pomembno spremenil. Predvidevanja, da naj bi Mehika prehitela Nemčijo in Indija Japonsko, opozarjajo na hitrost spreminjanja sveta. Zavedanje globalnih sprememb sveta sili poslovne subjekte v aktivno delovanje v skupino tistih, ki so ciljno usmerjeni, inovativni, prilagodljivi. Svet postaja eno samo veliko tržišče, polno pasti in presenečenj, enovito in hkrati izjemno raznoliko, v katerem poteka vrednostna vojna med konkurenti in boj za vsakega kupca. Delovanje v takšnem okolju zahteva ustrezen odziv podjetja, zahteva sprejemanje in izvajanje trženjskega poslovnega koncepta kot strategije delovanja celotnega podjetja in zahteva odgovornost za ustvarjanje zvestih kupcev. Brez teh vrlih poslovni proces ni sposoben dolgoročno ustvarjati ustreznih rezultatov

Ključne besede: globalizacija, vodilne države, spremembe, delovna sila

Sonja Gole

Marketing organization in the age of globalization

“Globalization increases the opportunities for many developing countries to surpass industrial countries” was expressed by experts from a German institute for global economy. Proponents of capital contend that 6000 million people of the world’s population profit with globalization. In the past, this has been reserved for just a handful of people in the developing world. China and India are shaping the global economy. It is estimated that these two countries will reach a 15 to 20 times greater GDP per capita by the middle of this century. Furthermore, each year a half a million engineers and scientists graduate, which means that there is a supply for such professions and not only for the cheap labour market.

The world is becoming one large market, full of traps and surprises but simultaneously diverse. Working in such an environment requires an appropriate reaction, conscientiousness of a faithful customer base as well as modification of the business marketing concepts.

Keywords: globalization, lead nations, changes, labour force

Načrt trženja novega modela avtomobila chevrolet captina na slovenskem trgu

Pri pripravi strokovnega članka me je zanimalo, kako izdelati načrt trženja novega avtomobila na slovenskem trgu. Odločila sem se proučiti področje načrta trženja novih izdelkov, ki je zelo pomembno področje v poslovanju, brez katerega si težko predstavljamo uspešno delovanje podjetja. Pri tem sem izpostavila pomembno vlogo spremljanja konkurence ter posluh za potrebe in želje kupcev. Konkurenca na trgu je zelo velika, zato je nujno pravilno in hitro sprejemanje odločitev ter spremljanje dogajanj na trgu. Prav tako je nujno pravočasno prilagajanje spremembam. Podjetje za doseg svojih ciljev sledi začrtani trženjski strategiji. Da bi doseglo svoje trženjske cilje na ciljnem trgu, uporablja niz trženjskih instrumentov, ki jih imenujemo trženjski splet. Vodilna podjetja ustvarjajo organizacijsko kulturo, v kateri se vsi zaposleni obnašajo tržno. Cilj trženja na dolgi rok je obdržati zveste in zadovoljne kupce ter pridobivati vedno nove kupce. Predstavila bom trženjski načrt uvedbe avtomobila chevrolet captiva na trg.

Ključne besede: načrt trženja, trženjska strategija, trženjski splet, trženjski cilji, poslovanje

Tanja Golob

A Marketing Plan Introducing the New Model Car Chevrolet Captina to the Slovenian Market

During the preparation of this article, I was interested on how to create a marketing plan for a new car being introduced to the Slovenian market. I decided to study the area of marketing plans for new products. This is a very important area of business and without it is almost unimaginable to the success of a business. I determined that an important role is to observe ones competition and to understand the needs and wants of buyers. Competition on the market is intense, which entails the ability to react swiftly, observe market conditions, and to make quick decisions. A company follows a planned marketing strategy to achieve its goals, by using a series of market instruments, known as marketing mix. The leading companies create an organisational culture, in which all the employees behave in a marketing manner. The aim of long-term marketing is to retain loyal and satisfied customers, whilst continually acquiring new customers. I will present the marketing plan created for introducing the automobile Chevrolet Captiva to the market.

Keywords: marketing plan, marketing strategy, marketing mix, target market, business

Proučevanje organizacijskega vzdušja v podjetju Merkur

Organizacijsko vzdušje (razpoloženje) pokaže, kako kakovostno in zavzeto so zaposleni pripravljeni delati, kako zadovoljni so pri delu, kako so zadovoljni z vodji, kakšni so medsebojni odnosi med zaposlenimi, kako so zadovoljni s plačami in nagradami, kdo je zaslužen in za kaj. Ugodno vzdušje je temelj za dobro in hitro opravljeno delo. V primeru pozitivnega vzdušja je pri zaposlenih zaznati želeni način odzivanja pri določenih situacijah, posledica tega pa je, da podjetje hitreje in učinkoviteje doseže postavljene cilje. Proučevanje organizacijskega vzdušja v podjetju Merkur, d.d., sem se lotila s pomočjo anketnega vprašalnika, ki je bil razdeljen med 100 anketirancev. Na podlagi raziskave lahko vzdušje v omenjenem podjetju ocenim kot dobro oziroma zadovoljivo. Za njegovo izboljšanje pa bi morali pozornost usmeriti v naslednje: razlike v plačah bolj vezati na obremenitve in učinkovitost posameznikov, uvesti še druge oblike stimulacij, kot so sprotne pohvale in priznanja za dobro opravljeno delo ter graje za slabo delo. Prisluhniti bi morali željam in zamislim zaposlenih glede njihovega usposabljanja, napredovanja in zamenjave delovnega mesta. Ugotavljam, da ima vsako podjetje specifične pogoje in okoliščine, v katerih se oblikuje organizacijsko vzdušje. Zato ga ne moremo izboljšati v podjetju, če ne ugotovimo teh specifičnih okoliščin. Menedžment bi zato moral redno ugotavljati in meriti vzdušje v podjetju, da bi ugotovil stanje in začel izvajati pozitivne spremembe za večjo uspešnost poslovanja podjetja. Poznavanje dejavnikov, ki bistveno izboljšujejo ali slabšajo vzdušje v podjetju ter pravočasno in ustrezno ukrepanje lahko poveča konkurenčne prednosti podjetja na globalnem trgu.

Ključne besede: organizacijsko vzdušje, zadovoljstvo zaposlenih, motivacija, notranji odnosi, nagrajevanje

Katarina Gorišek

Investigating Merkur's Organizational Climate

Organizational climate shows an employee's level of quality and their work effort, satisfaction with their job, supervisors and managers; the relationship amongst other employees, and contentment with their salaries and bonuses. Employees' reaction is favourable within positive business climates, which results in a company reaching their goals quickly and effectively. In researching the organizational climate of Merkur, a questionnaire was distributed among 100 participants. Based on the results, we can conclude that the climate in this company is fair to satisfactory. To better the climate, we should focus on: pay differentiation, which should be based on employee's efficacy and job burden; stimulations, such as praise and recognition for a good job or reprimands when needed. Managers should listen to employee's wants and needs for additional training, advancements and relocations. I have found that each organization has their own specific circumstances in which the organizational climate is formed. Therefore, we cannot improve the climate if we do not find these factors. Top managers should regularly measure climate organization to determine the current state and begin carrying out positive changes for the success of the organization.

Keywords: organizational climate, employee satisfaction, motivation, organizational relationship, rewarding

Vpliv globalizacije na računovodstvo

Danes lahko rečemo, da so posamezna gospodarstva vedno bolj povezana med seboj. To pa ima posledice tudi za računovodstvo, ki ga uvrščamo v informacijsko funkcijo, ki je iz dneva v dan pomembnejša. Globalizacija poslovanja tako sili podjetja k zagotovitvi kar najbolj primerljivih računovodskih informacij za zunanje uporabnike.

Tako se v zadnjem času zaradi težnje po hitrem zagotavljanju zanesljivih in realnih informacij o poslovanju podjetij vedno bolj izraža želja po približevanju in poenotenju različnih računovodskih rešitev. S poenotenjem računovodstva bi pridobilo tako posamezno podjetje kot gospodarstvo kot celota. V okviru Evropske unije (EU) tako veljajo Mednarodni standardi računovodskega poročanja (MSRP), ki so danes obvezni za vsa podjetja, ki izdelujejo konsolidirane računovodske izkaze in katerih vrednostni papirji kotirajo na organiziranem trgu vrednostnih papirjev v katerikoli državi EU, za banke in tudi za zavarovalnice. Lahko pa pričakujemo, da se bo trend širše uporabe MRSP v Sloveniji nadaljeval. Prav tako pa naj bi se slednji začeli uporabljati tudi za področja, kjer jih do sedaj še nismo.

Ključne besede: računovodenje, računovodski standardi, Slovenski računovodski standardi, Mednarodni standardi računovodskega poročanja, globalizacija, računovodske informacije

The Effects of Globalization on Accounting

Today we can say that individual industries are becoming increasingly more integrated and connected. As such, this has influenced accounting, which is categorized as an information service that is becoming more important every day. The globalization of operations, thus, forces companies to assure the most comparable accounting information for external users. Lately, there is propensity towards uniforming various accounting solutions because of tendencies for faster assurance of reliable and accurate information of company operations. Homogenizing accounting would be advantageous for individual companies and for the economy as a whole. Within the realm of the European Union (EU) framework, the International Financial Reporting Standards (IFRS) are subject to all companies that use consolidated accounting reports and have stocks on an organized stock market in any EU Member State. The same rules apply for banks and insurance companies. We can expect that the trend for a more expanded use of IFRS in Slovenia will continue. Similarly, the latter will be used for areas where they have not yet been used.

Keywords: accounting, accounting standards, Slovenian Accounting Standards, International financial reporting standards, globalization, accounting information

Ničnostne tožbe pred Evropskim sodiščem

Varovanje prava Evropske skupnosti je zaupano Evropskemu sodišču. Ta sprejema in odloča o različnih tožbah, ki se nanašajo na možne kršitve prava Evropske skupnosti (PES) oziroma sklenjenih pogodb. Ničnostna tožba je ena od teh tožb. S to tožbo lahko Svet EU, Evropska komisija, Evropski parlament, države članice, Evropska centralna banka, Evropsko računsko sodišče in posamezniki zaradi suma nezakonitosti aktov, ker: institucija ni bila pristojna za sprejemanje zakonodajnega ukrepa; je bil pri sprejemanju bistveno kršen postopek; je s sprejetim predpisom kršeno PES; je kršeno kakšno drugo pravno pravilo, ki se nanaša na uporabo PES ali je institucija pri sprejemanju zakonodajnega ukrepa zlorabila pooblastila, predlagajo Evropskemu sodišču ali če gre za tožbe posameznikov sodišču prve stopnje, da ugotovi, ali je tožba utemeljena in akt izreče za ničnega. V letu 2007 sta sodišči skupaj obravnavali 258 ničnostnih tožb, od tega Evropsko sodišče 9, sodišče prve stopnje pa ostale. Tožbe se nanašajo na najrazličnejša področja.

Ključne besede: pravo Evropske skupnosti (PES), Evropsko sodišče, nezakoniti akti, ničnostna tožba

Nenad Haber

Actions for Annulment Before the Court of Justice

Protection of laws and regulations of the European Community is entrusted to the Court of Justice. The latter receives and makes decisions about different complaints referring to the possible violations of laws and regulations of the European Community, or as the case may be, violations of concluded contracts. An action for annulment is one such complaint. With this complaint the European Council, European Commission, European Parliament, Member States, European Central Bank, European Court of Auditors and individuals can express their suspicion on illegality of acts, because of the following: the institution didn't have the jurisdiction to adopt the legislative action; during adoption the procedure was significantly violated; adopted regulation violates the EC Treaty itself; it violates other regulations referring to the use of the EC Treaty or the institution misused its powers, while adopting the legislative action. In such a case, they suggest to the Court of Justice or, in the case of individuals' complaints, to the court of first instance, to decide, if the complaint is justified and proclaims the act void. In the year 2007 the courts reviewed 258 actions for annulment. Nine were held by the Court of Justice and the rest by the court of first instance. The complaints refer to various subjects.

Keywords: Community law, Court of Justice, illegal acts, actions for annulment

Reševanje predhodnih vprašanj

Ena najzanimivejših pristojnosti Evropskega sodišča (ES) je pristojnost v zvezi z odločanjem o predhodnih vprašanjih. Gre za specifično pristojnost Sodišča ES, ki se nanaša na pristojnost za predhodno odločanje o vprašanjih glede razlage prava Evropske skupnosti (PES) in glede veljavnosti in razlage aktov institucij Skupnosti. Vsako sodišče katerekoli države članice, ki pri reševanju katerekoli zadeve naleti na vprašanje razlage evropskega prava, pri tem pa velja, da je rešitev tega vprašanja potrebna za odločitev v tej zadevi, lahko zahteva od Sodišča ES, da o vprašanju odloči. Če gre za sodišče zadnje stopnje v državi članici, je taka predložitev predhodnega vprašanja v reševanje Evropskemu sodišču celo obveznost. Odločba Sodišča ES neposredno zavezuje nacionalno sodišče, ki je vložilo predlog za predhodno odločanje. Drugih sodišč ta odločba ne veže neposredno, vendar pa postane del prava ES in s tem vpliva na njihovo odločanje. Razlaga Sodišča ES je torej zelo pomembna varovalka za pravilno uporabo evropskega prava. Neenotna interpretacija prava na ravni njegovega uveljavljanja pred sodišči pomeni razpad enotnega pravnega sistema.

Ključne besede: predhodno vprašanje, predhodno odločanje, pravo Evropske skupnosti (PES)

Teja Haber

Solving Preliminary Questions

One of the most interesting jurisdictions within the Court of Justice is the jurisdiction concerning decisions on preliminary questions. This is a specific jurisdiction of the Court of Justice, referring to the jurisdiction on preliminary ruling for questions concerning the interpretation of laws and regulations of the European Community and questions concerning the validity and interpretations of acts of the institutions of the Community. All courts of any Member State that has questions about the interpretation of European legislation while resolving issues of any kind, under the condition that the solution of this question is necessary to decide in this matter, can demand from the Court of Justice to resolve such question. If this should be the superior court of a Member State, such remittal of a preliminary question to the European court is considered an obligation.

Decision made by EC court directly binds the national court who filed the proposition for preliminary ruling. Other courts are not directly bound by this decision; however, it becomes a part of EC legislation and therefore, influences their decisions. The interpretation of EC court is thus a very important safety catch for the correct application of European legislation. Disunited interpretation of legislation in terms of its implementation in court would provoke the collapse of the uniform legal system.

Keywords: preliminary question, preliminary ruling, laws and regulations of the European Community

Emina Halilović
Krka, d.d.
Slovenija

Krka, d.d., kot učeča se organizacija

Sodobna organizacija se mora nenehno prilagajati spremenjenim zahtevam okolja, to pa si lahko zagotovi le s stalnim učenjem in usposabljanjem svojih zaposlenih. Zaposleni v Krki s svojimi potenciali in aktivnim delovanjem odločilno prispevajo h Krkini poslovni uspešnosti. Sposobnim posameznikom omogočajo, da razvijajo svoje sposobnosti na poslovnem in osebnostnem področju. Razvoj zaposlenih je načrtovan in usklajen sistem za zagotavljanje usposobljenih in uspešnih zaposlenih. V Krki so pripravljeni pridobivati novo znanje, razvijati kreativni način mišljenja in nenehno odkrivati možnosti novih načinov ravnanja in delovanja. Povprečno vsak izmed zaposlenih preživi vsaj nekaj dni na leto na različnih oblikah izobraževanja. Nenehno izobraževanje proizvodnih delavcev in visokousposobljenih strokovnjakov jim pomaga, da gredo lažje v korak z razvojem farmacije v svetu. Krka je poznana kot podjetje, ki razpolaga z velikim intelektualnim kapitalom in v svojem razvoju vidi ključno strateško usmeritev podjetja. Najpomembnejše dejavnosti v zvezi z intelektualnim kapitalom v Krki so vlaganje v razvoj in raziskave, informacijsko tehnologijo, obsežno izobraževanje vseh zaposlenih in spodbujanje razvejene mreže odnosov, podpora temu pa je njihov lastni center za strokovno informatiko.

Ključne besede: učeča se organizacija, razvoj zaposlenih, kompetence, intelektualni kapital

Emina Halilović

Krka's Role as a Learning Organization

Contemporary organizations have to constantly adapt to the changing environment. This can be assured only with employees continual learning and training. With their potentials and active working, Krka's employees decisively contribute to the company's success. The company enables capable individuals to develop their professional and personal capabilities. Employee development is a planned and balanced system to assure qualified and successful employees. Krka is willing to acquire new knowledge, develop creative ways of thinking and constantly discover possibilities of novel techniques and procedures. On average, each employee spends at least a few days per year on various types of training and education. Continuous training of production workers and highly-qualified experts helps employees to comfortably move hand in hand with the global development of pharmacies. Krka is known as a company that has great intellectual capital at its disposal and sees the key strategic orientation in its development. The most important activities, with regard to intellectual capital, are investing in development and research, information technology, comprehensive education for all employees and encouragement of diversified net of relations. These are supported by Krka's own centre for professional information sciences.

Keywords: learning organization, employee development, intellectual capita

Mateja Hernec
DURS, DU Ljubljana
Slovenija

Izplačilo dividend, obresti in premoženjskih pravic nerezidentom – pravnim osebam

Izplačila dividend, premoženjskih pravic in obresti, ki jih izplačujejo slovenske pravne osebe nerezidentom, so obdavčena. Pri teh izplačilih lahko pride do dvojnega obdavčenja. Da bi se zavezanci za davek izognili dvojnemu obdavčenju, lahko uveljavljajo ugodnosti po sporazumu o izogibanju dvojnemu obdavčevanju ali pa ugodnosti, za matične in odvisne družbe iz različnih držav članic Evropske unije (EU) ob izpolnjevanju določenih pogojev. V prispevku predstavljeni podatki o številu izdanih dovoljenj, na podlagi katerih se zavezanci izognejo dvojnemu obdavčenju, povedo, katere so države, s katerimi poslujejo slovenski davčni zavezanci.

Ključne besede: dvojno obdavčenje, obresti, dividende, premoženjske pravice, povezane osebe, konvencije o izogibanju dvojnemu obdavčevanju, davčni odtegljaj

Mateja Hernec

Payment of Dividends, Interest and Property Rights to Non-Residents / Legal Entities

Payment of dividends, property rights and interest that are paid out by Slovene legal persons to non-residents are taxed. These payments can lead to double taxation. To avoid double taxation, persons who are liable to pay taxes may claim privileges from treaties on avoidance of double taxation or claim benefits for parent companies and subsidiaries of different EU Member States when certain conditions are met. This article is a report on the alarming number of issued permits for the avoidance of double taxation. It also reports a list of countries that Slovene taxpayers do business with.

Keywords: double taxation, interest, dividends, property rights, connected persons, conventions for the avoidance of double taxation, withholding tax

Fleksibilnost trga dela v Sloveniji

Slovenija je v primerjavi z razvitimi državami Evropske unije (EU) uspela ohraniti relativno visoko stopnjo socialne varnosti. Žal to velikokrat pomeni nizko fleksibilnost zaposlovanja. Opaziti je naraščajoči razcep med starejšo generacijo z razmeroma visoko varnostjo dela in mlajšo, ki nosi večino bremen fleksibilnega zaposlovanja, kot so manjša socialna varnost, manj drugih ugodnosti ter slabši ekonomski položaj. Svetovno gospodarstvo se je spremenilo v ekonomijo znanja in informacij, spremenile pa so se tudi razmere na trgu dela. Hitra spremenljivost okolja in razvoj podjetij v Sloveniji izvajata pritisk na vseh ravneh poslovanja. Predvsem na področju zaposlovanja pa je poudarek na fleksibilnosti, inovativni zmogljivosti in sposobnosti prilagajanja kadrov. Pred nami je obdobje iskanja dobrih in najboljših posameznikov. Organizacijska kultura se vse bolj nagiba h kreativnosti in inovativnim zmožnostim zaposlenih. Slovenija se sooča z izzivi globalizacije, zato je tehnološki razvoj nujen za zmanjšanje razvojnega in gospodarskega zaostanka za razvitimi državami EU. V ta namen so nujna vlaganja v človeški kapital in razvijanje kadrovskih virov. Slednje pa podjetju ne predstavlja stroška, kot še vedno nekateri zmotno mislijo, temveč premoženje, ki prinaša dolgoročne učinke.

Ključne besede: trg delovne sile, zaposlovanje, fleksibilnost, brezposelnost, analiza

Tina Hribar

Flexibility of the Labour Market in Slovenia

In comparison with other developed countries in the European Union, Slovenia has successfully maintained a relatively high level of social security. Unfortunately, this often leads to lower flexibility of employment. There is an increasing difference between the older generation, who has a relatively high employment security, and the younger generation who carries the majority of the burden of flexible employment, such as smaller social security, a weakened economic position and a reduced amount of other benefits. The world economy has changed into a knowledge and information economy that has brought about changes on the labour market. Rapid changes in the environment and development of businesses in Slovenia place pressure on all levels of business. Especially in the field of hiring, the emphasis is on flexibility, innovative efficiency and ability of adapting personnel. Slovenia is confronted with challenges of globalization. For this reason, development in technology is necessary in reducing developmental and economic lags to that of developed states of the European Union. Investment in human resources does not represent an expense to the company, as some still mistakenly think, but an asset that brings long-term effects.

Keywords: labour market, employment, flexibility, unemployment, analysis

Raziskava dejavnikov nakupnega procesa pri trženju pridelkov ekoloških kmetij

Z razvojem novih in obširnih trgov postaja raziskava kot dejavnost in inštrument v marketingu iz dneva v dan bolj pomembna. Tako podjetjem kot tudi, v našem primeru, kmetom omogoča, da ugotovijo, kakšne so želje in kako velike so potrebe potencialnih kupcev oziroma porabnikov. Vsaka raziskava poteka po določenih fazah, ki se med seboj dopolnjujejo, kot celota pa prikažejo problem in rešitev le-tega. Predmet strokovnega članka so dejavniki nakupnega procesa, ki vplivajo na nakupne odločitve pri ekoloških pridelkih. Strokovni članek je sestavljen iz teoretičnega dela, kjer je s teoretičnimi osnovami na kratko opisan nakupni proces in dejavniki, ki delujejo znotraj njega. Ugotovili smo, da na nakupne dejavnike vplivajo različni dejavniki, da so trije najpogostejši, ki vplivajo na nakup ekoloških pridelkov: skrb za zdravje, cena in skrb za naravo, da ljudje v Sloveniji vedo, da obstajajo ekološke tržnice, da ekološke pridelke kupujejo tako porabniki, starejši od 35 let, kot tudi mlajši.

Ključne besede: nakupni proces, dejavniki nakupnega procesa, raziskava trga, ekološki pridelki, ekološko kmetijstvo

Ksenija Iljaž

A Research of Purchasing Process Factors with Marketing of Crops from Ecological Farms

Research, as an activity and instrument in marketing, is becoming increasingly important with the development of new and extensive markets. Results reveal the possible needs and the extent of those needs for the potential buyers or consumers to companies, as well as to, in our case, farmers. Every research study goes through selected and complementary phases of development, which, as a whole, reveal a problem and solution. The aim of this article is the purchasing process factors, which influence the buying decisions of ecological crops. This article consists of a theoretical part, which briefly describes the purchasing process and factors within.

We found that there are different factors that influence purchasing factors. The three most frequent factors that influence purchasing of ecological crops is: healthcare, price and care for nature, people's awareness in Slovenia of ecological market places and that these products are purchased by consumers older than 35 years of age, as well as younger individuals.

Keywords: purchase process, factors of purchasing process, market research, ecological crops, ecological agriculture

Problematika vračanja vlaganj v javno telekomunikacijsko omrežje

Članek obravnava proces vračanja vlaganj v javno telekomunikacijsko omrežje, v katerem kot upravičenec do vračila vlaganj v javno telekomunikacijsko omrežje Telekoma Slovenije, d.d. nastopa lokalna skupnost. Vračanje vlaganj v javno telekomunikacijsko omrežje ureja ne samo zakonodaja o vračanju vlaganj v javno telekomunikacijsko omrežje na državni ravni, temveč tudi predpisi na ravni lokalnih skupnosti. Uvodoma članek analizira ozadje predpisov o vračanju vlaganj v javno telekomunikacijsko omrežje. Tej analizi sledi kratek opis postopka za sprejem zakona, ki je določil način ter pogoje, kako naj se povrnejo vlaganja. Opredeljen je ključni prelomni datum predhodnega zakonodajnega referenduma o vračilu vlaganj v javno telekomunikacijsko omrežje in prikazani so podatki o njegovem izidu. Na kratko so predstavljene tudi novosti, ki jih je Zakon o vračanju vlaganj v javno telekomunikacijsko omrežje prinesel lokalnim skupnostim, posebej pa postopek vračanja vlaganj vsem upravičencem, ki so svoja sredstva vlagali preko krajevnih skupnosti, na območju katere prebivajo.

Ključne besede: lokalna skupnost, pravna poravnava, referendum, Slovenska odškodninska družba, d.d., telekomunikacije, upravičenci do vračila vlaganj

Tanja Ivanušič

Issues with Restitutions on Investment in the Public Telecommunication Network

This article discusses the process of restitutions on investment for the public telecommunication network Telekom Slovenia d.d., where the claimant to the restitution on investment is the local community. Restitutions on investment in the public telecommunication network are legislated at the state level with local community provisions. In the first part of the paper, the background on investment restitutions in public telecommunication network is analyzed. This is followed by a short description of the procedures in adopting the law, which determined the conditions on how investments are to be returned. I identify the crucial turning point of the preliminary legislative referendum and its results. I briefly present the novelties, which were brought from the "Zakon o vračanju vlaganj v javno telekomunikacijsko omrežje" (Law on restitution of investment in telecommunication network) to local communities, especially the procedure of returning investments to all claimants that have invested funds through their local community.

Keywords: local community, legal settlement, referendum, the Slovenian Restitution Fund, telecommunication, claimants to restitution of investment

Konkurečne prednosti Medical centra Rogaška

Zaradi vedno večjih sprememb v sodobnem konkurenčnem okolju so ekonomski subjekti postavljeni pred vedno nove zahteve po uvajanju izboljšav, potrebnih za tržno uspešnost. Pri takšni spremenljivosti, kjer postajajo edina stalnica spremembe, je težko najti zanesljive pristope za doseg trajnih konkurenčnih prednosti. Temeljna naloga ekonomskih subjektov je, kako doseči takšne konkurenčne prednosti, ki se bodo v času ohranjale in razvijale.

Podjetje, ki hoče uspeti na dolgi rok, mora zagotoviti, da je njegova konkurenčna prednost tudi dolgoročno vzdržljiva, saj jo, če ni vzdržljiva, konkurenti hitro posnemajo in tako se le-ta izniči. Medical center Rogaška je svojo temeljno konkurenčno prednost v preteklosti zgradil na naravni mineralni vodi Donat Mg. Ta edinstveni naravni vir zdravja ter programi, ki so osnovani na njej, predstavljajo podjetju pomembno konkurenčno prednost. Vendar za zagotavljanje tržne uspešnosti samo naravni vir ne zadošča. Medical center Rogaška mora razvijati tudi druge konkurenčne prednosti, dopolniti obstoječe programe storitev ter posodobiti pristope in načine izvajanja v skladu s trendi.

Ključne besede: konkurenčna prednost, tržna uspešnost, storitve, znanje, inovativnost, Donat Mg

Jakoš Saša

Competitive Advantages of Medical Centre Rogaška

Due to radical changes in the present competitive environment, economic subjects are constantly required to introduce improvements if they want to reach market efficiency. It is extremely difficult to find reliable approaches for achieving permanent competitive advantage in these conditions of perpetual change. Establishing stable competitive advantages that would develop with time is the main purpose of economic subjects. A company has to find a permanent and solid competitive advantage to secure its long-term market efficiency or the competition will steal it and its effect will be limited. In the past, the competitive advantage of Medical Centre Rogaška was established with natural mineral water Donat Mg. This unique natural source of health and the programmes derived from it, present an important competitive advantage for the company. However, business efficiency cannot depend on mineral water exclusively. Medical Centre Rogaška is required to develop other competitive advantages, such as high quality services, knowhow and innovation. It has to supplement the existing service programmes with modern approaches in accordance with current trends.

Keywords: competitive advantage, market efficiency, services, knowhow, innovation, Donat Mg

Tatjana Jamnik
Mariborska knjižnica
Slovenija

Strateško načrtovanje v lokalni skupnosti; primer Knjižnice Duplek

Globalni uspeh državnega gospodarstva je odvisen tudi od razvoja lokalnih skupnosti. Zaradi svoje kompleksne vloge so za razvoj lokalnega okolja še posebej pomembne javne knjižnice. Kadar ključne javnosti (politična in strokovna) med sabo nimajo ustrezne komunikacije in zaradi tega tudi ne konsenza glede razvoja institucije, lahko pride do resnih motenj v delovanju. Menedžment knjižnice je odgovoren za pripravo strokovne podlage in argumentacije. Pri tem je pomembno, da upošteva potrebe okolja, njegove razvojne usmeritve in pridobi mnenja ključnih akterjev. Z ustreznimi komunikacijskimi aktivnostmi mora nato pridobiti politično javnost (vodstvo občine in občinski svet), da načrte podpre. Tesno sodelovanje s politično javnostjo je ključnega pomena za normalno delovanje in razvoj knjižnice. Strateški načrt služi kot usmeritev pri izvajanju aktivnosti v knjižnici, politična javnost, ki načrt podpira, pa bo poskrbela za ustrezna finančna sredstva. Končni rezultat bo v korist uporabnikov knjižnice. Strategija knjižnice, ki je umeščena v sam strateški razvoj občine, tako aktivno podpira razvoja lokalnega okolja.

Ključne besede: strateško načrtovanje, lokalne skupnosti, razvoj knjižnic, Mariborska knjižnica, Knjižnica Duplek

Tatjana Jamnik

The Strategic Planning in a Local Community; the Case of Duplek Library

A global success of a national economy also depends on local community development. Due to their complexity, public libraries have an important role for local community development. Whenever communication between key public figures (political and professional) is inadequate, and as such, no consensus is reached regarding the development of the institution, serious disturbances arise in its functioning. Library management is responsible in preparing professional foundations and argumentations. Herewith, it is important to take into consideration societal needs, its developmental orientations, and obtain opinions from key figures. With appropriate communication tools, management has to obtain the political public (i.e. community leaders and community council) to support their plans. Close collaboration with the political public is of key importance for its normal functioning and development. The strategic plan serves as an orientation for library activities. Necessary financial means are provided by the political public, who support the strategic plan. The end result will be in favour of library services users. The library's strategy, which is situated within the municipality's strategic development plan, actively supports local development.

Keywords: strategic planning, local communities, public library development, the Maribor library, the Duplek library

Globalizacija v trgovski družbi

Globalizacijo sta sprožili liberalizacija in tehnološka revolucija. Pojavila se je neznano kje in bliskovito preplavila svet. Čas postaja odločujoč dejavnik, informacij od včeraj je danes vredna manj, iz prejšnjih izkušenj težko sklepamo, kako bi danes, kaj šele jutri zagotovili poslovni uspeh. Globalizacija je spremenila tako odnose v gospodarski, politični, pravni in kulturni sferi kot načine delovanja organizacije in pričakovanja ljudi. Okolje narekuje menedžerjem neprestano ukvarjanje s spremembami: kako jih ustvariti, se nanje odzvati, kako preprečiti krizo. Najmočnejši sili sprememb sta tehnologija in informacije. Kultura podjetja postaja peti dejavnik pri vodenju, enakovreden delovni sili, materialnim virom, kapitalu in informacijam.

S spreminjanjem tržnih razmer po pojavu globalizacije se spreminjajo tudi pogoji za konkurenčnost. Še posebno je to občutno na trgovskem trgu. Veliko trgovskih podjetij, ki ni pravočasno pristopilo k spremembam in prilagajanja na nove tržne razmere, je moralo zapreti svoja vrata.

Ključne besede: globalizacija, podjetja, trgovina

Andreja Jesenko

Globalization in Commercial Firms

Globalization had been triggered by liberation and the technological revolution. It appeared from nowhere and rapidly spread around the world. Time is becoming a deciding factor, yesterday's information is worth less today. Based upon previous experiences, it is difficult to conclude how to ensure business success today or much less for tomorrow. Globalization has transformed relations within economical, political, juridical and cultural spheres as means of company's operations and people's expectations. The environment requires managers to be constantly occupied with various changes; namely, how to create them, how to respond to them, and how to avert crisis. The two main driving forces behind these changes are technology and information. Company culture is becoming the fifth factor in management, equal to labour force, material resources, capital, and information.

With market condition changes after the appearance of globalization, the conditions in being competitive also have changed. This is especially clear on commercial markets. Large commercial firms that have not adapted changes due to new market conditions have had to shut down their businesses.

Keywords: globalization, companies, commercial firms

Andrej Jordan
Revoz, d.d.
Slovenija

Obvladovanje kakovosti v podjetju Revoz, d.d.

Namen strokovnega članka je predstaviti celostno obvladovanje kakovosti v podjetju ter poznavanje in uporaba le-tega v Revozu, d.d. Cilji članka so predstavitev sistema kakovosti, procesov, ki v sistemu delujejo, načel, na osnovi katerih je postavljen sistem, hierarhije odgovornosti v sistemu in procesu vpletenih ljudi. Poglavitni cilj članka pa je preko sistema za vodenje kakovosti predstaviti obvladovanje kakovosti v Revozu, d.d. V teoretičnem delu članek opredeli pojem kakovosti, sledi opredelitev temeljnih značilnosti obvladovanja kakovosti in predstavitev najbolj razširjenih konceptov obvladovanja kakovosti. V nadaljevanju sledi opredelitev odgovornosti vključenih v sistem kakovosti in pomen stalnih izboljšav za obvladovanje kakovosti. V praktičnem delu je opredeljeno, kaj za konkretno podjetje Revoz, d.d., pomeni kakovost, sledi predstavitev obvladovanja kakovosti z opisom sistema za vodenje kakovosti SPR.

Ključne besede: kakovost, celostno obvladovanje kakovosti, poslovna odličnost, ISO standardi, sistemi zagotavljanja kakovosti

Andrej Jordan

Total Quality Management at Revoz

The objective of this article is to present Total Quality Management within the company Revoz. The article outlines quality management systems, the processes which are effective within the system, and the hierarchy responsibilities as well as the individuals involved within the system. The overall objective of this article is to present quality management control in Revoz. The theoretical part defines and presents definitions of basic characteristics along with the most prevalent terms of quality management. Continuing is the classification of responsible figures within the system of quality management and the significance of continual improvements in quality management. The applied portion of the article focuses on Revoz and their implementation of quality management offering a detailed description of the Renault Production System (SPR).

Keywords: quality, total quality management, business excellence, ISO standards, quality assurance systems

Jasna Kac
Bodočnost Maribor, d.o.o.
Slovenija

Ovire pri usposabljanju težje zaposljivih oseb

Ko govorimo o učenju, izobraževanju in usposabljanju, so potrebe v invalidskem podjetju mnogo večje kot v drugih podjetjih, saj nastopajo težave zaradi pomanjkljive strokovne in delovne usposobljenosti, nizke izobrazbene ravni in funkcionalne nepismenosti. Odpor invalidov do usposabljanja pa je neomajen, razlogov in ovir, kaj demotivira invalide za njihov razvoj, pa je mnogo. Invalidi nimajo interesa oziroma niso motivirani za učenje, ne za spremembe in se zato zelo težko prilagajajo vsakodnevnim spremembam. Zaradi navedenega invalidsko podjetje tudi zaostaja v razvoju v primerjavi z drugimi podjetji. Cilj raziskave je bil ugotoviti, kakšne so ovire in kako so zaposleni motivirani za razvoj in usposabljanje. Raziskava je bila opravljena v invalidskem podjetju Bodočnost Maribor, d.o.o., in temelji na anketi, v kateri je sodelovalo 80 odstotkov invalidnih oseb. Rezultat raziskave je bil uspešna obdelava in povezava različnih konceptualnih rešitev iz preštudirane literature v povezavi s praktičnimi rezultati ter predstavitev nove možnosti učinkovitega sistema razvoja kadrov. Rezultat raziskave je bila ugotovitev, da je sistem usposabljanja na nizki stopnji, saj invalidi niso dovolj motivirani za spremembe. Z rešitvijo in uvedbo modela učeče se organizacije pa lahko pričakujemo velike koristi tako za družbo kot za posameznike – invalide ter ohranitev njihovih delovnih mest.

Ključne besede: invalidi, usposabljanje, učenje, invalidsko podjetje, zaposlovanje in usposabljanje invalidov, poslanstvo

Jasna Kac

Barriers of Training Disabled People

When we talk about teaching, education and training, the needs in companies that employ disabled individuals are much greater than in other firms. Problems occur due to lack of professional and working qualifications, low educational level, and functional illiteracies. Disabled individuals tend to resist education, are without motivation to learn, do not like changes, and have many barriers along with difficulties in adapting to changes. Because of these issues, companies that employ disabled people are not developing as quickly as other firms. The aim of the research study was to determine the types of obstacles and workers motivation to develop and train. This research was conducted with the company Bodočnost Maribor. The study is based on a questionnaire in which 80% of disabled individuals participated. The result of the investigation was a successful connection of various conceptual solutions by examining research that were based on practical results and the presentation of new possibilities for an efficient system of personnel development. The results of the study showed that the system of training is at a very low level, namely because the disabled are not motivated enough for changes. With the solution and inception of the »learning organization« model, we can expect many benefits for society and disabled individuals as well as the preservation of their jobs.

Keywords: disabled people, training, learning, disability company, hiring and training of disabled individuals, mission

Romana Kancler

SEB, Österreich Handels ges. M. B. H., podružnica Maribor
Slovenija

Trženje inovativnih izdelkov health marketing

Inovacijska sposobnost podjetij je zagotovo eden od najpomembnejših elementov doseganja globalne konkurenčnosti. V svetu, ki ga upravlja globalizacija, množična proizvodnja in poceni izdelki, vedno več potrošnikov išče lokalno, avtentično in ekološko prijazno ponudbo. Potrošniki cenijo in so pripravljeni več plačati za izdelke in storitve, ki podpirajo njihove vrednote. Vsako leto poskušajo v svetu številna podjetja z več deset tisoč novimi izdelki slediti opaženim nišam, segmentom in trendom, ki so jih spoznali kot ključne in pomembne za lasten razvoj. Podjetja, ki spreminjajo svoj portfolio izdelkov s ciljem njihove prilagoditve ključnim trendom, bodo z veliko večjo verjetnostjo dosegala močno rast in dobiček. Razumevanje trendov pa je le prvi korak k njihovi vključitvi v aktivno poslovno delovanje. Trendi so okvir, ki spodbujajo razmišljanje in odpirajo ideje za nove izdelke in storitve.

Ključne besede: inovacijska sposobnost, globalna konkurenčnost, ključni trendi, inovativnost, zadovoljstvo kupcev

Romana Kancler

Health Marketing: The Marketing of Innovative Products

The innovation ability of companies is certainly one of the most significant elements of achieving global competitiveness. In a world governed by globalization, mass production and low-cost products, an increasing number of consumers seek local, authentic and environmentally friendly offers. Consumers appreciate products and services that uphold to their values and are prepared to pay more for them. Each year, with over ten thousand new products, numerous companies worldwide attempt to pursue the perceived niches, segments and trends identified as vital as well as significant for their own development. Companies that change their product portfolios, with the aim of accommodating them to key trends, will more likely achieve strong growth and profit. However, understanding trends is merely the first step towards their inclusion into active business operations. Trends are a framework that encourages thinking, spawning ideas for new products and services.

Keywords: innovation ability, global competitiveness, key trends, innovativeness, customer satisfaction

Človekova ustvarjalnost na področju medosebnih odnosov

Medosebni odnosi so področje, ki zadevajo prav vsakega od nas. Ustvarjalnih medosebnih odnosov se ne da naučiti, ampak jih moramo s svojim znanjem, izkušnjami, učenjem in osebnostnimi lastnostmi graditi prav vsak dan. Cilj tega članka je s pomočjo raziskave ugotoviti, kakšni so medsebojni odnosi v slovenskih podjetjih. V ta namen sem uporabila že narejeno raziskavo. Anketa je bila opravljena med izrednimi študenti na višješolskem študiju. Osnovna metoda, ki jo bom uporabila, je deskriptivno-empirična. Uporabila sem deduktivno metodo oziroma metodo sklepanja, s pomočjo katere sem na osnovi teoretičnih izhodišč podala spoznanja, s pomočjo katerih sem nato predlagala rešitve in izboljšave. Namen moje naloge je ob dobljenih rezultatih podati oceno o medosebnih odnosih ter predlagati rešitev. Raziskava je pokazala, da so v podjetjih na splošno zelo dobri medosebni odnosi, najbolj pa so pohvalni odnosi s sodelavci. Sistematično lotevanje izboljševanja medosebnih odnosov naj potekajo po naslednjih korakih: postavljanje ciljev, komuniciranje, vodenje z zgledi, motiviranje, spremljanje sprememb in dosežkov

Ključne besede: medosebni odnosi, ustvarjalnost, posameznik, kompromisi, problemi

Danica Kastelic

Human Creativity in the Field of Interpersonal Relationships

Interpersonal relationships are a field that concerns all of us. Creative interpersonal relationships cannot be learnt. We have to put effort into relationships every single day with our knowledge, experience, learning and personality trait. My goal was to find out the type of interpersonal relations within Slovenian enterprises, using existing research. A poll was carried out among entry undergraduate students at a college. The basic research method used was descriptive-empirical. I used the deductive method to determine my conclusions. The deductive and conclusionary method assisted me in making suggestions for possible solutions and improvements on the basis of theory. The aim of the research study was to provide estimations on interpersonal relationships and to outline solutions.

Research has pointed out, that there are very good interpersonal relationships in enterprises. Relationships among co-workers are very good. Systematic improvement of interpersonal relationships should be done step by step: setting a goal, communication, leadership with good example, motivation, observing changes and achievements.

Keywords: interpersonal relationships, creativeness, individual, compromise, problems

Vloga menedžmenta informacij v procesu teleprojektiranja

Ena najbolj pomembnih sprememb v globalnem okolju, ki bo vplivala na bodoči razvoj, je pojav informacijske družbe. Prehod v informacijsko družbo v veliki meri opredeljuje nove organizacijske oblike, med katere se uvršča tudi teledelo, kot oblika virtualne organizacije med sabo dislociranih delovnih mest. Zaradi svojih prednosti, podprtih s sodobno informacijsko-telekomunikacijsko tehnologijo, se je ta oblika dela povsem uveljavila na področju projektiranja obsežnejših prostorskih ureditev. Projektiranje je proces, ki ga lahko definiramo kot postopek, v katerem iščemo množico rešitev, ki se nahaja v preseku množic možnih rešitev, ki zadoščajo namenu načrta, in množic rešitev, ki zadoščajo sistemskim omejitvam. Kljub temu, da je zagotovljena najsodobnejša informacijska oprema, ustrezno znanje in ustrezna organizacija teledela, pa se ne moremo izogniti napakam pri prenosu podatkov, ki lahko bistveno vplivajo na kakovost izdelka, stopnjo zaupanja in racionalnost poslovanja. Z zavedanjem in upoštevanjem možnosti nastanka teh napak je potrebno organizacijsko prakso teleprojektiranja nadgraditi in razvijati skupaj z menedžmentom informacij, ki se izkazuje kot ključni dejavnik uspešnega dela na daljavo.

Ključne besede: teledelo, informacijska družba, virtualna komunikacija, projektiranje, podatkovne baze

Lidija Kegljavič Zagorc

The Role of Information Management in Project Management

One of the most important changes in the global environment, which will influence future development, is the phenomena of information society. Transition into an information society delineates new forms of work organizations, one of these being telework. Telework functions as a form of virtual organizations where job posts are spatially dislocated amongst themselves. Due to its advantages, supported by modern information-telecommunication technologies, this type of work organization has been mostly enforced in the field of projecting large scale spatial arrangements. Projecting is a process in which engineers search for multitude of solutions that must coincide with the general aims of the project in addition to all requested standards and restrictions. Data transfer errors cannot be completely eliminated despite modern equipment, suitable knowledge and appropriate organization of telework. These errors can significantly influence the quality of the product, confidence level and the success of business. The organization of telework must, therefore, be upgraded and further developed in accordance with information management, which is proving to be the key factor in successful telework.

Keywords: telework, information society, virtual communication, projecting, databases

Marjan Končar
Komunala Metlika, d.o.o.
Slovenija

Ekonomska upravičenost samostojnega upravljanja s komunalno infrastrukturo v občini Dolenjske Toplice

Namen prispevka je prikazati, ali je ekonomsko upravičeno, hkrati z ustanovitvijo nove občine, osnovati ekonomsko samostojni poslovni sistem izvajanja gospodarskih javnih služb. Občina Dolenjske Toplice je bila ustanovljena leta 1999 z izločitvijo iz Mestne občine Novo mesto. Gospodarske javne službe v občini izvaja Komunala Novo mesto in zajemajo oskrbo s pitno vodo, zbiranje in odvoz komunalnih odpadkov, odvajanje in čiščenje odpadnih vod ter zagotavljanje javne snage v večjih naseljih občine. Občina Dolenjske Toplice je v letu 2005 z odlokom ustanovila lastno javno podjetje. Cilji podjetja naj bi bili predvsem skrb za vzdrževanje in trženje Kulturno kongresnega centra v Dolenjskih Toplicah ter trajno opravljanje gospodarskih javnih služb. Vodstvo občine in javnega podjetja sta ob sprejemanju odloka o ustanovitvi javnega podjetja ocenjevala, da bi domače javno podjetje lahko nudilo bolj kakovostne storitve, bilo pri tem cenovno ugodnejše od obstoječega izvajalca in racionaliziralo obratovalne stroške javnega podjetja in občine.

Ključne besede: ekonomičnost, gospodarske javne službe, komunalna infrastruktura, Dolenjske Toplice

Marjan Končar

Economic Justification for the Independent Communal Infrastructure Management in the Municipality of Dolenjske Toplice

The aim of this article is to demonstrate if it is economically legitimate, with the establishment of a new local municipality, to establish an economically independent business system to carry out commercial public utility services. The local municipality of Dolenjske Toplice was established in the year 1999 when it was separated from the town municipality of Novo mesto. Commercial public services in the municipality is carried out by the communal public services of Novo mesto that supply drinking water, collect and transport communal waste, take away and treat waste water, and manage public sanitation in larger community settlements. The local municipality of Dolenjske Toplice established its own public enterprise by decree in the year 2005. The main goals of the enterprise are to support and manage the Cultural Congress Centre in Dolenjske Toplice as well as the permanent management of commercial public services. During the acceptance of the municipality decree, the municipality and commercial public service leaders of Dolenjske Toplice estimated that a domestic public enterprise could offer better quality services. It would be cheaper than the existent service provider and it would rationalise the working costs of the public enterprise and local municipality.

Keywords: economy, commercial public services, communal infrastructure, Dolenjske Toplice

Omrežni pristop k medorganizacijskemu trgu

Vse bolj postaja očitno, da s proučevanjem posameznih razmerij ne moremo celostno analizirati dogodkov na medorganizacijskem trgu; primernejše je poučevanje omrežij odnosov. Vsak odnos lahko vidimo kot vpet ali povezan z drugimi odnosi, njegovega razvoja in funkcij pa ne moremo pravilno razumeti, če ne upoštevamo teh povezav. Trženjski odnos ne vpliva samo na to, kar se dogaja v odnosih proučevanih podjetij, ampak tudi na to, kar se dogaja v vseh drugih odnosih, ki ju obkrožajo in v katere nista neposredno vpleteni. Rečemo lahko, da omrežni pristop holistično obravnava poslovni kontekst podjetja in ne zgolj po delcih. Osrednjo vlogo igra posameznik, zaposlen pri podjetju, ki bolj ali manj uspešno sodeluje v socialni interakciji s predstavniki drugih podjetij. Sistem medosebnih odnosov nastane v socialni interakciji z zaupanjem, zvestobo, sodelovanjem in izmenjavo informacij. Ti procesi se dogajajo med dvema ali več osebami, med posameznikom in skupino in med skupinami in le-te povezujejo v mrežo soodvisnosti.

Ključno vprašanje sodobnega managementa bo v prihodnosti, kako ravnati z omrežji in hkrati kako ravnati z notranjimi povezavami med partnerji. Razumevanje odnosa kupec-prodajalec v kontekstu omrežne medorganizacijske povezave pomeni za vsako podjetje izredno strateško razvojno možnost, ki pa jo bo moč izkoristiti le ob aktivnejši vlogi podjetij samih.

Ključne besede: omrežje, omrežje odnosov, interakcija, soodvisnost

Iva Konda, M. Sc.

A Network Approach towards Interorganizational Markets

It is becoming increasingly obvious that we cannot analyze holistic events on the inter-organizational market by studying individual relationships alone. More appropriate would be to research networks of relationships. Each relationship can be viewed as embedded or connected to other relationships. The marketing relationship does not influence only the relationship dynamics of the companies that were studied, it also exerts influence on what is happening in all the other relationships that surround, but do not directly include, both companies. We can say that the network approach studies the business context of a company in a holistic manner rather than in a traditional »per partes« manner. The central role is played by an employee of a company, who more or less successfully collaborates in social interactions with representatives from other companies. The system of interpersonal relationships develops through a social interaction characterized by trust, loyalty, collaboration, and exchange of information. These processes take place between two or more people, between an individual and a group, or among different groups that connect them into a network of interdependencies.

The key question of contemporary management in the future will be the following: how to manage networks and, simultaneously, how to manage the internal relationships between partners. The understanding of a buyer-seller relationship in the context of interorganizational network connection is an extraordinary strategic development possibility whose full potential will be revealed with a more active role of the companies.

Keywords: network, network relationships, interaction, interdependence

Osebna prodaja na domu ob pešpoti

Osebna prodaja je ena najstarejših komunikacijskih dejavnosti v trgovini na svetu in je stara toliko kot sama prodaja. Na začetku je bil njen namen omogočiti menjavo, danes pa je osebna prodaja dinamična in spreminjajoča se dejavnost, ki se je razvijala vzporedno z razvojem informacijske tehnologije, globalizacijo poslovanja in čedalje večjo konkurenco. Cilj osebne prodaje je zadovoljitev kupčevih potreb z ustreznim spletom izdelkov ali storitev v ustreznem času, kraju in po ustrezni ceni. Projekt vinske ceste Slovenije predstavlja pomembno spodbudo in promocijo za vsa vinorodna območja te dežele, saj zagotavlja pomoč tistim predelom, ki se ne morejo uveljaviti v drugih kmetijskih panogah, razen v vinogradništvu in vinarstvu. Hkrati sledi razvoj turistične destinacije Posavja in opis vinskoturističnih cest, ki nam predstavlja enega izmed virov osebne prodaje na domu ob pešpoti. Cilji, ki jih želim doseči v članku, je prikazati vlogo in vpliv osebne prodaje na končnega porabnika z namenom, da pridelovalec neposredno proda končnemu porabniku brez drugih dejavnikov v trženjskemu spletu in da končni porabnik s tem dobi pristen domači izdelek, ki je pridelan na okolju prijazen način.

Ključne besede: osebna prodaja, trgovina, zadovoljitev, kupci, izdelek

Alenka Kos

Personal Sales by the Pathway

Personal sales is one of the oldest communication activities in the world trade and it is as old as sales itself. At the beginning, its aim was to enable exchange. Today however, personal sale is a dynamic and changing activity that was developed simultaneously with the development of information technology, business globalization, and increased competition. The aim of personal sale is to satisfy buyer's needs with a suitable range of products or services within a suitable time, place and at an appropriate price. The wine route project of Slovenia represents an important stimulation and promotion for all wine-growing regions of the country. Namely, because it provides assistance to those areas that cannot establish themselves in other agricultural branches, except in wine growing and wine production. At the same time, the development of the Posavje tourist destination and the description of wine tourist roads denote an additional source of in-home personal sales at the footpath. The aim of the paper is to discuss the role and the influence of personal sales to the final consumer with the intention that the producer directly sells the product to the final consumer. This entails sales without other external market players and the final consumer gains a genuine domestic product that is produced in an environment-friendly way.

Keywords: personal sale, trade, satisfying, buyers, product

Model razvoja kariere v bolnišnicah z uporabo programa DEX – i

V SPS Ginekološka klinika so zaposleni različni profili zdravstvenih delavcev. V raziskavi smo se osredotočili na medicinske sestre in babice, na njihovo načrtovanje kariere. S pomočjo preučevanja dejavnikov razvoja karier, uporabo programa DEXI in statističnih metod smo ugotavljali, kako le-ti vplivajo na razvoj kariere medicinske sestre in babice. Najbolj verodostojen način ugotavljanja vpliva dejavnikov razvoja kariere na medicinske sestre in babice je anketni vprašalnik. Z opravljeno raziskavo ugotavljamo dvoje: neustrezna organiziranost kadrovske funkcije in ni ustreznega načina ugotavljanja potreb po razvoju kariere posamezne medicinske sestre in babice. Če se v SPS Ginekološka klinika želijo soočiti z omenjeno problematiko, bo potrebno najprej opraviti reorganizacijo kadrovske službe, ki ne bo opravljala le nalog kadrovske administracije kot do sedaj, ampak bodo njene pristojnosti razširjene tudi na skrb za načrtovanje oziroma razvoj kariere. Na podlagi izdelanega modela raziskave lahko z gotovostjo trdimo, da so prav letni razgovori najustreznejši način ugotavljanja potreb po načrtovanju kariere posamezne medicinske sestre in babice.

Ključne besede: načrtovanje kariere, kariera, medicinske sestre in babice, večparametrsko odločanje, DEX-i, dejavniki razvoja kariere, odločitveni model

Borut Kralj, M. Sc.

A Career Development Model in Hospitals Using DEX – i Programme

There are various profiles of health workers employed at the University Department of Obstetrics and Gynaecology. In this study, we focused on nurses and midwives and their career planning. By studying the factors of career development (i.e. planning) we wanted to define the influence of such factors on career development of nurses and midwives. A survey in the form of a questionnaire was found to be the most appropriate way of examining the impact career development factors have on nurses and midwives. The following two findings emerged from the research study: the functions of human resources were inadequately organised as well as the lack of an efficient method in identifying the needs towards individualized career development of nurses and midwives. If the University Department of Obstetrics and Gynaecological wants to confront these problems, the hospital will have to reorganise their personnel department. The task of the personnel department should not be to attend solely to administrative duties, as it has been thus far, but to be responsible for career planning and developing. On the basis of a research developed model, we could say with certainty, that annual discussions are the most suitable method of identifying career planning needs for each individual nurse or midwife.

Keywords: career development, career, nurses and midwives, multiparameter decisions, DEX, factors of career development, decision models

Jože Kremzer
Koroški dom starostnikov Dravograd
Slovenija

Uvajanje evropskega modela kakovosti v domu starostnikov

V članku želimo predstaviti raziskovalno nalogo, ki obravnava področje uvajanja inovativnega modela kakovosti v javnem zavodu – Koroškem domu starostnikov v Dravogradu. Raziskava je ciljno usmerjena v ugotavljanje stopnje pripravljenosti zaposlenih v zavodu pri uvajanju inovativnega evropskega modela celovitega obvladovanja kakovosti. Teoretičen del prispevka naj bi opozoril na pomembnost, da je zaradi aktualnosti staranja populacije potrebno tudi v Sloveniji razvijati in uvajati nove inovativne pristope pri zagotavljanju kakovosti storitev varstva starejših oseb. Praktični del prispevka temelji na kvantitativni metodi, ki nam bo potrdila trditve, da je v domu starostnikov pripravljenost sodelovanja delavcev v veliki meri odvisna od ustrezne informiranosti in izobraževanja zaposlenih. Razen teoretičnih izhodišč je bil instrument raziskave tudi anketni vprašalnik, s katerim so bili pridobljeni podatki za raziskavo obravnavanega področja. V anketo je bilo zajetih vseh 126 zaposlenih v zavodu. Rezultati raziskave so potrdili uporabnost v praksi. Na osnovi ugotovitev iz raziskave bo vodstvo zavoda lahko pri uvajanju modela kakovosti sprejemalo ustrezne odločitve z manjšo stopnjo tveganja. Raziskava je dobra osnova za nadaljnje spremljanje in evalviranje novega modela kakovosti v zavodu.

Ključne besede: kakovost, model kakovosti, zavod, zaposleni, sodelovanje, uvajanje

Jože Kremzer

Introducing a European Model of Quality in Carinthian Homes for Elderly People

The aim of this article is to present a research study that deals with introducing an innovative model of quality in a public institution, the Carinthian Home for Elderly People in Dravograd. The research was focused on determining the level of employees' willingness when introducing an innovative European model of whole quality control. The theoretical part of the paper emphasizes the importance, due to the existing ageing population conditions, of developing and introducing new innovative approaches in Slovenia when assuring the quality of services in protecting the elderly. The practical part of the paper is based on quantitative methods and examines the hypothesis on the willingness of employee cooperation that is greatly dependent upon adequate education and information. Apart from the theoretical starting points, the main instrument used in the research was a questionnaire of which all data were acquired. In the survey all 126 employees, who work at the institute, were included. The research results confirm their practicality. Based on the findings of the research, the management of the institution will be able to make appropriate choices with a lower level of risk. The research is a good foundation for further monitoring and evaluation of the new model of quality in the public institution.

Keywords: quality, a model of quality, public institution, employees, cooperation, introducing

Timsko reševanje problemov v organizaciji

Danes ima vsaka organizacija skupino ljudi, ki rešujejo razne probleme, nastale znotraj organizacije. V članku sem želel prikazati, da je oblikovanje timskega dela dolgotrajen proces in da vsaka skupina ne more biti tim. Za timsko delo je potrebno več ljudi, ki imajo podobne cilje in sodelujejo pri odločanju in v medsebojni pomoči pri opredelitvi in doseganju teh ciljev. Iz članka je razvidno, da se člani tima med sabo neprestano dopolnjujejo, s tem se dodatno izobražujejo in lažje ter bolj uspešno rešujejo nastale probleme. Mnogokrat izražajo tudi mnenja, iz katerih razberemo njihovo nesoglasje, le-ta v timu rešujejo z novimi predlogi, upoštevajo mnenja vseh, dobrodošla so tudi vprašanja. V članku sem navedel tudi rezultate iz kratke raziskave o tem, v kolikšni meri je timsko delo prisotno v organizacijah in kako spodbuditi ljudi za tako vrsto reševanja problemov. Raziskava je bila izvedena na vzorcu 45 zaposlenih v službi skladišč in transporta, v skladišču surovin. Podatke sem pridobil s pomočjo anketnega vprašalnika. Izkazalo se je, da so zaposleni v veliki večini pripravljeni sodelovati pri timskem delu, vendar je zainteresiranost vodstva za tak način dela premajhna.

Ključne besede: tim, skupina, organizacija, menedžment, izobraževanje

Matej Krmc

Problem-Solving and Teamwork in an Organization

Nowadays each organisation has a group of people solving various problems that arise within the organisation. In the article, I wanted to show that teamwork building is a longitudinal process and that not every group can be a team. For teamwork, it is necessary to have several people sharing similar objectives, taking part in decision-making, and offering mutual assistance in defining and achieve these objectives. From the article it is evident that team members consistently complement each other. As such, this gives them the opportunity for additional education and the ability to more easily and successfully solve problems that they encounter. Team members often express the difference in their opinions showing their disagreement. Disagreements are then solved by the team proposing new suggestions. In teams the opinions of everybody are taken into consideration and questions are also welcome. The article also presents the results of a short survey on the extent of teamwork in organisations and of how to encourage people to solve problems in this manner. The survey was conducted on a pattern of 45 employees in the raw material warehouse in the department of warehouse and transport. The data were obtained on the basis of a survey questionnaire. The results showed that most employees are willing to take part in teamwork, although management did not show interest in this method of approach.

Keywords: team, group, organisation, management, education

Elektronska zemljiška knjiga v času globalizacije

Nepremičninsko področje se v Sloveniji hitro razvija, pričakovati je, da bo slovenski trg dosegel razvojno raven Evropske unije (EU) najkasneje v obdobju naslednjih desetih let. Cilj države na nepremičninskem področju je zagotavljanje učinkovitega in trajnostnega razvoja varnih nepremičninskih trgov. Jedro sistemov za upravljanje z nepremičninami predstavljata zemljiška knjiga in zemljiški kataster. Možnost posodobitve zemljiškoknjižnega poslovanja je bila dana z uporabo centralne aplikacije elektronske zemljiške knjige. Z ažurno vodenjo zemljiško knjigo se bo varnost pravnega prometa nepremičnin bistveno povečala. Elektronska zemljiška knjiga ne pomeni samo novega načina vodenja podatkov o različnih pravicah na nepremičninah, temveč tudi velik prispevek k racionalizaciji in posodobitvi sodnega poslovanja ter s tem k večji učinkovitosti sodišč in odpravi sodnih zaostankov. Končni cilj elektronske zemljiške knjige je v prihodnosti zagotoviti državljanom, pravnikom in drugim zainteresiranim enoten dostop do zemljiških knjig članic EU preko evropskega pravosodnega portala.

Ključne besede: informatizirana glavna knjiga, nepremičninski trg, učinkovitost sodišč, elektronska zemljiška knjiga, zemljiški kataster, vknjižba, naložitev, projekt posodobitve

Aleksandra Kropin

Globalization and Electronic Land Registers

The field of real estate in Slovenia has been developing rapidly. The Slovenian market is expected to achieve the developmental level of the European Union within the next ten years. The goal of our country in the field of real estate business is to assure effective and permanent development of safe real estate markets. The bases of systems for managing real estates are the land register and the cadastral register. The possibility of modernising land register operations has been provided by the use of the central application of the electronic land register. The legal trade safety of real estate will grow immensely with up-to-date information of the land registry. The electronic land register does not only mean a new way of managing data on the rights of possession, but it is also a huge contribution to rationalisation and modernisation of judicial operations. This leads to more effective courts and the reduction of judicial arrears. The ultimate aim of the electronic land register is to provide citizens, lawyers, and other interested parties a unified access to European Union Member States' land registers through the European judicial portal.

Keywords: an electronic ledger, real estate market, effective courts, electronic land register, cadastral register, registration, loading, project of modernisation

Dr. Ljupčo Krstov
Visoka šola za upravljanje in poslovanje Novo mesto
Slovenija

Sistemi informacijske tehnologije in funkcioniranje (post)birokratske organizacije

Skladno s spoštovanja vrednim številom raziskav, obsežno literaturo in "uveljavljenim praktičnim mnenjem" s področja teorije organizacije in informatike je evidentno, da živimo v času somraka birokratske in nastanka postbirokratske organizacijske oblike organiziranosti organizacij, pri čemer za primerjalno osnovo uporabljamo Weberjevo teorijo birokracije. Temeljni argument za prehod iz birokratske v postbirokratsko organizacijsko obliko je upadajoči zanos za formaliziranje notranjih organizacijskih struktur in kontrolnih mehanizmov. Po drugi strani pa z gotovostjo lahko trdimo, da sistemi informacijske tehnologije (IT) že dlje časa niso samo sestavina informacijskih sistemov in poslovnih organizacij, temveč tudi njihovo okolje, znotraj katerega funkcionirajo. Čeprav sistemi IT ne pripravijo jasne in nedvoumne fleksibilne vzorce obnašanja, kot eksponent postbirokratske ali podjetniške oblike organizacije – kot to pogosto domnevamo – razširjeno vpletanje sistemov IT v organizacijah resnično prispeva k standardizaciji funkcioniranja. Sistemi IT so dejansko glavna dobrina za sočasno strukturiranje, standardiziranje dela in obnašanje v organizaciji ter so daleč od nedolžne dobrine, ki samo podpira organizacijska dejanja.

Ključne besede: Webrova teorija birokracije, postbirokracija, sistemi IT

Ljupčo Krstov, Ph.D.

Information Technology Systems and the Functioning of (Post-)Bureaucratic Organizations

According to the respectable number of research studies, extensive literatures, and "established practical opinion" from the field of organization theory and informatics, it is evident that we live in a time of twilight of bureaucracy and the formation of post-bureaucratic organizational forms of systematizing organizations for which we use, as a comparative base, Weber's theory of bureaucracy. The fundamental argument to transition from a bureaucratic to a post-bureaucratic organizational form is decreased enthusiasm in formalizing internal organizational structures and control mechanisms. On the other hand, we can state with certainty that informational technology (IT) systems for a long time now have not just been a component of information systems and business organizations, but also their environment within which they function. Although IT systems do not prepare clear and unambiguous flexible patterns of behaviour, as exponents of post-bureaucratic or business forms of organization as is often assumed, a widened network of IT systems in organizations truly contribute to standardization of functioning. IT systems are, in fact, the main ingredient for simultaneous structuring, standardizing work and behaviour in organizations, and are far from being an innocent ingredient that only supports an organization's activities.

Keywords: Weber's theory of bureaucracy, post-bureaucracy, IT systems

Javno naročanje po zjn-2 in skladnost zakona z direktivami Evropske unije

Z vstopom Slovenije v Evropsko unijo (EU) je bilo potrebno spremeniti vrsto zakonov in jih uskladiti z zahtevami EU. Tako je bil konec leta 2006 sprejet dolgo pričakovani Zakon o javnem naročanju (ZJN-2). Namen sprejetega zakona je slediti direktivi in s tem prispevati k poenostavitvi postopkov oddaje javnih naročil in uskladitvi področja oddaje javnih naročil s pravili (EU). V članku so podane novosti in spremembe, ki jih je v slovenski pravni red in prakso prinesel novi zakon. Predstavljene so tudi vrste postopkov javnega naročanja, ki jih določa nova zakonodaja, ter opredeljene njihove bistvene značilnosti. V sklepu je podana analiza prednosti in pomanjkljivosti ZJN-2 ter (ne)skladnosti zakona z novimi direktivami EU ter priporočila za nadaljnje spremembe in izboljšave na področju javnega naročanja.

Ključne besede: javno naročanje, javni sektor, zakonodaja o javnem naročanju, direktive EU

Sabaheta Lović

Public Procurement after ZJN-2 and Alignment to the European Union Directives

With Slovenia entering the European Union, our government had to modify many procurement laws to align with the EU directives. As such, I received the new Act on Public Procurement (ZJN-2) at the end of 2006. The reason for accepting the new ZJN-2 was to align to the directives and as such contribute towards simplifying procedures when submitting public tenders. This article discusses the novelties and changes of the ZJN -2 within the Slovenian law system. One of the main and important comments on the new ZJN-2 is the website that offers all the necessary information for those who are concurring and working within public procurement. The article concludes by analyzing the advantages and disadvantages of ZJN-2, with suggestions on further changes and improvements in the area of public tender legislation.

Keywords: public procurement, public sector, public tender legislation, EU directives

Gregor Lukan
Mercator, d.d.
Slovenija

Benchmarking, presojanje najboljših praks – primer ps Mercator

Benchmarking je orodje, s katerim podjetje lahko doseže boljše poslovne rezultate in tako utrdi svoj položaj na vedno bolj zahtevnem svetovnem ali domačem trgu. S pomočjo te metode oziroma s primerjavo posameznih podatkov podjetje ugotovi, kakšno je trenutno njegovo stanje ter kje v poslovanju zaostaja za vodilnimi v panogi. Pri tem gre predvsem za pragmatično iskanje idej za izboljšanje poslovanja, ne pa za posnemanje drugih. Benchmarking je v današnjem poslovnem okolju skoraj nujna vsakega podjetja, ki želi izboljšati svoje proizvode, storitve ali procese, da bi kar najbolje zadovoljili potrebe svojih kupcev in dobaviteljev ter izboljšali poslovne rezultate. Tako se tudi slovenska podjetja poslužujejo te metode predvsem glede odkrivanja poti za doseganje konkurenčne prednosti. V članku se dotaknem tudi empirične izvedbe benchmarkinga v trgovskem podjetju Mercator, v katerem sta zajeta največja konkurenta v trgovski dejavnosti v Sloveniji. Zaradi obilice podatkov in obsežne izvedbe raziskave sem se v članku omejil predvsem na market program in na območje Slovenije.

Ključne besede: benchmarking, najboljše prakse, trgovska dejavnost, poslovna uspešnost

Gregor Lukan

Benchmarking and Evaluating Best Practices: The Case of Mercator

Benchmarking is a tool with which a company can achieve better business results. In this way, a company may strengthen its position in the increasingly demanding world and/or local markets. With the assistance of this method or, more precisely, with the comparison of individual data, companies can determine their current situation and the areas of business it is falling behind the leading companies in the branch. It is, above all, about pragmatic search for ideas in improving business and not about copying others. In today's business, environment benchmarking is almost a must for every company that wants to improve their products, services or processes with the intention of satisfying the needs of its buyers and suppliers as much as possible, in addition to, improving business results. Slovene companies also use this method mostly in discovering a way for achieving an advantage among its competitors. In the article, I also touch upon the empirical execution of benchmarking in the retail trade company Mercator. The two largest Slovenian competitors in retail trade activity are also included. Due to the abundance of data and comprehensive execution of the research study, in this study I limited myself to the market program and focused only within the geographical area of Slovenia.

Keywords: benchmarking, best practices, trade activity, business success

Menedžment turistične destinacije

Turizem, ki vključuje dediščino, je pomembna sodobna sestavina produktov globalnega trženja. Treba je prodajati zgodbe, destinacijo, znanje o trgu... Ko se trži turistične produkte v XXI. stoletju, postaja kulturna dediščina najpomembnejša ekonomska kategorija – tista, ki lahko proizvaja bistven del dodane vrednosti. Dandanes je management naravnano na rezultate. Iz razpoložljivih virov je treba ustvariti kar največ. Tisto, kar je pomembno, je odgovoriti na izzive, kako ustvariti dodano vrednost. Prav naloga managementa je, da pri tem najde kar najbolj optimalno pot. Ko se govori o dodani vrednosti turističnega produkta, je zato pomembna naloga managementa, odkriti vrednost kulturne dediščine in njen ekonomski vidik. To velja zato, ker sta nepremična in premična dediščina z ekonomskega vidika opredmeteno in neopredmeteno premoženje. Slednje pa pomeni pomemben intelektualni kapital, ki je tudi socialni in individualni kapital. Ko pa se trži turistična destinacija, je treba narediti vse, za čim večjo dodano vrednost – k čemer pa bistveno doprinese destinacijski management.

Ključne besede: management destinacije, dediščina, kulturni turizem, kapital, rezultati

Neva Maher, Ph. D.

Tourist Destination Management

Tourism that includes heritage tourism is an important ingredient of products. These are offered on the market as marketing mix. "To sell the right service at the right time with the right price and promotion to the right users in the right place" is one of the most paraphrased quotes by Dr. P. Kotler on the basic definition of marketing. True management, which today is oriented towards results, has to create more and, at the same time, control costs with the given budget and available resources. Output in comparison to input should be maximized. Management is oriented towards results (i.e. result management) and has a prudent relation towards resources (i.e. resource management). The basic question is if a market should enter the local cultural region. An indispensable factor is information communication technology and management 'know-how'. Management should consider costs, human resources, expected outcomes, and competition. Tourist destinations ensure the functioning of management and marketing, which also will be shown at the concrete level.

Keywords: destination management, heritage, cultural tourism, capital, results

Motivacija prostovoljcev

Družba v kateri živimo v ospredje postavlja različna vprašanja, ki se ukvarjajo z kapitalom, ekonomijo, trženjem in različnimi oblikami tehnologij, ki vodijo k večjemu gospodarskemu razvoju. Motiv za to je vsekakor višji življenjski standard h kateremu vsi težimo. Nekako je razumljivo, da je tisto, kar nas vodi k večjemu uspehu, dobiček in druge denarne koristi. Vendar se pojavlja vse več organizacij, predvsem pa prostovoljcev – ljudi dobre volje, ki darujejo svoj čas, energijo, znanje, delo za dobrobit drugih. S svojim delom lajšajo, izboljšujejo in bogatijo življenje soljudi. Bistvo prostovoljstva je predvsem notranje osebno stališče solidarnosti. Solidarnost ali dobrodelnost, humanitarnost, karitativnost, je pomoč kateremukoli človeku, ki je v socialni težavi in stiski; pomagamo mu zato, ker je človek, ne zato, ker je »naš«. Motivacija za dobrodelnost pa je specifično človeška; njeni komponenti sta predvsem globoko doživljanje slehernega sočloveka z odnosnega vidika »jaz-ti«, doživljanje sočloveka iz »oči v oči« kot človeškega bitja, ki zbuja temeljno etično zahtevo po solidarnosti. Za delo v medgeneracijskim društvu Žarek prostovoljce najbolj spodbuja notranja motivacija, odnosi, sprejetost v skupini, druženje, v organizacijo tudi verjamejo in čutijo veliko pripadnost.

Ključne besede: motivacija, prostovoljno delo, medgeneracijsko društvo Žarek

Stanislava Majerle

Motivation of volunteers

Society in which we live, places various questions in the foreground that deal with capital, economics, marketing and different forms of technology, which all lead towards greater economic development. Motive for that is certainly a higher life standard, which we all strive for. Somehow it is understandable that what drives us towards greater success is profit and other monetary benefits. However, there are more and more organizations, especially volunteers- people of good will, who give their time, energy, knowledge and effort for the welfare of others. Through their work they alleviate, improve, and enrich the lives of fellow people. The core of voluntary work is primarily the intrinsic personal standpoint of solidarity. Solidarity, charity-work, or humanity is extending assistance to any person who is experiencing problems or social distress. We help, because the person is a human being and not because the individual is "ours". Motivation for charity-work is specifically human, in which the components are foremost the deep experience of every fellow person with the relational standpoint of "me – you", experiencing a fellow person from "eye to eye" as a human being, who evokes a fundamentally ethical demand for solidarity. For work in the intergenerational association Žarek, volunteers find that internal motivation, relations, and group acceptance are the most encouraging. They also believe in the organization and feel strong affiliation towards it.

Keywords: motivation, volunteer work, intergenerational association Žarek

Žiga Martinčič
Avto Triglav, d.o.o.
Slovenija

Oblikovanje pospeševanja prodaje v prodajnih centrih Autocommerca, d.o.o.

V današnjem času je tržno komuniciranje pomemben dejavnik v konkurenčnem boju za kupca. Spremembe na strani povpraševanja in na strani ponudbe izdelkov in storitev narekujejo, da postaja pospeševanje prodaje vse pomembnejše. S pospeševanjem prodaje pojmujejo kratkoročne dejavnosti za spodbujanje preizkusa ali nakupa izdelkov oziroma storitev. Poleg pospeševanja prodaje pa trženjska komunikacija zajema še oglaševanje, neposredno trženje, odnose z javnostjo in osebno prodajo. Nakupne odločitve porabnikov pa določajo tržne deleže ponudnikov. Dosedanje raziskave o pospeševanju prodaje večinoma temeljijo na preverjanju učinkov pospeševanja prodaje s pomočjo podatkov o prodaji, najpogosteje na kratek rok in na trgu blaga za vsakdanjo rabo. Za uspešno načrtovanje pospeševanja prodaje je pomembno, da podjetje skrbno prouči lastne značilnosti, opredeli cilje in izbere metode pospeševanja prodaje. Na koncu pa mora podjetje rezultate pospeševanja prodaje tudi ovrednotiti. V članku o oblikovanju pospeševanja prodaje v prodajnih centrih Autocommerca, d.o.o., na konkretnem primeru obravnavam tematiko tako s teoretičnega kot praktičnega vidika.

Ključne besede: tržno komuniciranje, pospeševanje prodaje, dejavniki, blagovne znamke, izdelki, kupci, porabniki storitev

Žiga Martinčič

A Sales Acceleration Model in Autocommerce, d.o.o. Sales Centres

Nowadays, marketing communication is an important factor in the competition battle over customers. Changes in the demand and supply of products and services are pushing sales acceleration as an increasingly important issue. Sales acceleration is defined as a short term activity with the objective to stimulate testing and purchasing of products and services. In addition to sales acceleration, marketing communication consists also of advertising, direct marketing, public relations, and personal selling. Customers' decisions to buy determine market shares of the vendors. Most of the research studies conducted so far focused on verifying the effects of sales acceleration based on the data of the sale. Most often the studies were for the ordinary product market and conducted within a short time period. To successfully plan sales acceleration, it is essential for a company to examine thoroughly its own nature, to set its objectives, and to choose methods for sales acceleration. At the end of the process, results of sales acceleration should be evaluated. The article focuses on developing a sales acceleration model, using existing knowledge from theory and practice, in the sales centres of Autocommerce d.o.o.

Keywords: Marketing communication, sales acceleration, factors, brands, products, customers, user of services

Franc Matjašič
Kogast Grosuplje, d.d.
Slovenija

7-stopenjski model izboljšanja procesa izdelave električnega kotla 150 l

V proizvodnem podjetju je od proizvodnega procesa odvisen prihodek podjetja in njegov obstoj. Če hoče podjetje normalno poslovati in imeti dobiček, morajo prihodki podjetja presegati stroške. Prav zmanjševanje prihodkov ali povečevanje stroškov zaradi neustrezno vodenih procesov nas je spodbudilo k reševanju enega od problemov, ki se pojavljajo v proizvodnem procesu. Problem bomo osvetlili na konkretnem proizvodu podjetja Kogast Grosuplje, d.d. Dogaja se, da nekateri izdelki izstopajo po številu napak. Te se pojavljajo v določenem delu proizvodnega procesa, opazimo pa jih šele pri končni montaži izdelka. Pozno odkrivanje napak nam povzroča stroške, ki so povezani z njihovim odpravljanjem. Zavoljo tega se bomo lotili izboljšanja procesa izdelave električnega kotla za kuhanje hrane. Pri tem proizvodu, ki je bil nekoliko modificiran leta 2007, se je kot najbolj kritično izkazalo njegovo podnožje. S 7-stopenjskim modelom izboljšanja procesa bomo identificirali vzroke problema in le-te prikazali v vzročno-posledičnem diagramu. S planom dejavnosti za doseg zmanjšanja napak pri varjenju podnožja in drevesnim diagramom bomo poskusili poiskati nekaj možnih rešitev ključnih vzrokov.

Ključne besede: proizvodni proces, ključni vzroki, odpravljanje napak, Pareto diagram, matrika prednosti, plan dejavnosti

Franc Matjašič

Using the 7-stage Process to Improve the Production Process of a 150 Litre Electric Boiling Pan

In a production factory, a company's revenue and existence is dependent upon the production process. For normal business functioning and for profits to occur in a company the income must surpass costs. Inadequately managed business processes caused by reduced revenue and increase of costs, encouraged us to explain one of the problems which appear in the production process. The problem was examined on actual products produced by the company Kogast Grosuplje d.d., where some products exceed the usual number of production errors. They appear at a certain phase in the production process and are known only at the final assembly of products. Finding the error at a later stage of the process causes the company high costs in eliminating the errors and repairing the products. As such, we focused on improving the production process of the electric boiling pan. Although this product was modified in 2007, the production of the electric boiling pan base remained critical. With the 7-stage process improvement model, the reasons for the problems were identified and presented using a cause-effect diagram. We attempted to find the main causes of these errors and examine possible solutions using a tree diagram and a plan of activities to decrease the errors during the welding of the base-support.

Keywords: production process, main causes, elimination of errors, Pareto diagram, matrix of advantages, activity plan

Renata Mihelčič
KZ Metlika, z.o.o.
Slovenija

Prilagajanje slovenskega vinskega trga po vstopu v Evropsko unijo

Svetovni vinski trg doživlja temeljne spremembe. Pojavljajo se nove smernice, ki vplivajo na konkurenčnost vinskih podjetij. Spremembe so najbolj korenite na področjih distribucije, tehnologije, trženja in življenjskega stila potrošnikov, ki jih bodo morali slovenski vinarji bolje spoznati ter jih spremljati v njihovem razvoju, potrebah in trendih. Slovenski vinski trg se srečuje z nasičenostjo ponudbe vin, zato so ukrepi Evropske unije (EU) o izkrčitvi nasadov dobrodošli. Globalizacija v vinogradništvu in vinarstvu pri nas še ni zajela širšega obsega, saj vinogradništvo in vinarstvo temelji ta na malem vinogradništvu. Za konkurenčno vključitev slovenskih vinarjev na evropski in svetovni vinski trg pa bo nujno potrebno nakazati način tržnega povezovanja vinogradnikov in vinarjev med seboj ter z velikimi kletmi. Za večjo prepoznavnost slovenskih vin oziroma za bolj prodoren tržni pristop bo potrebno tesno povezovanje vinogradništva in vinarstva s celotno turistično ponudbo, za kar pa moramo imeti večje strokovno znanje, poznati tuje jezike ter razmere v drugih državah.

Ključne besede: vinski trg, vinogradništvo, globalizacija, konkurenčnost, trženje

Renata Mihelčič

Adaptations of the Slovene Wine Market after Entering the European Union

Lately, the global wine market has been going through fundamental changes. New trends appear that influence the competitiveness of wine companies. These changes are most evident in the fields of distribution, technology, marketing, and consumers' life-styles. It is necessary for Slovenian wine traders to be familiar with the aforementioned factors and follow development, needs, and trends. The Slovenian wine market faces saturation of wine supply; for this reason European Union directives for clearing out lands (i.e. plantations) are welcomed. Globalization of winegrowing and wine trade in our country has not spread in propensity, namely because our winegrowing and wine trade is based on smaller winegrowers. For competitive inclusion of Slovenian wine traders into the European and the world wine market it is urgent to indicate the ways for market connections between winegrowers and wine traders as well as with large wineries. For better recognition of Slovenian wines and towards a market break through approach, a close connection between winegrowers and wine traders with an all inclusive tourist offer is essential. To achieve these conditions, we have to improve our professional knowledge, be familiar with foreign languages, and be informed about situation in other countries.

Keywords: wine market, winegrowing, globalization, competition, marketing

Pasti pridobitne in nepridobitne dejavnosti

Davek od dohodka pravnih oseb in Pravilnik o opredelitvi pridobitne in nepridobitne dejavnosti sta podlaga za obračun davka od dohodkov pravnih oseb. Novosti novih zakonov so uporabljali delno pri davčnem obračunu v letu 2007, v celoti pa jih bodo uporabljali pri obračunu v letu 2008. Bistveno novost je prinesel pravilnik, ki je razmejil pridobitno in nepridobitno dejavnost, ki jo izvaja pravna oseba, ustanovljena po posebnem zakonu za opravljanje nepridobitne dejavnosti. Davčna osnova se je pri navedenih povečala že pri obračunu davka od dohodkov v letu 2007, še bolj pa se bo povečala pri obračunu, ki ga bo potrebno narediti v letu 2008. Ugotavljam, da je posledica povečane davčne osnove večja davčna obveznost, ki zmanjšuje ustvarjeni presežek prihodkov nad odhodki, ki ga pravne osebe po zakonu namenijo za opravljanje nepridobitne dejavnosti. Večja prejeta sredstva v proračun iz navedenega naslova bi morala država vrniti javnemu sektorju. V nasprotnem primeru to pomeni zmanjšanje proračunskih sredstev za delovanje javnega sektorja.

Ključne besede: davek od dohodka pravnih oseb, pridobitna dejavnost, nepridobitna dejavnost, Pravilnik o pridobitni in nepridobitni dejavnosti, davčni obračun, davčni zavezanec

Vida Miklavc

Traps of Profitable and Non-Profitably Activities

The Corporate Income Tax Act and Rules Concerning Definitions of Profitable and Non-Profitable Activity defines the grounds for taxation of corporate income tax. Novelty within the new regulations were only partly applied in the charge to tax for 2007, but in 2008 these novelties will be fully applied. The main novelty that was brought with the Rules Concerning Definitions of Profitable and Non-Profitable Activity is the delineation between profitable and non-profitable corporate activity, established by the special act on non-profitable activity. The tax base for the aforementioned already has increased in the charge to tax in 2007 and will increase even more in the charge to tax in 2008. I have come to the conclusion that the increased tax base results in a larger tax liability, which decreases the surplus of revenues over expenditure earmarked for non-profitable activity as specified by the statute. Increased financial resources in the budget from the above mentioned sources should be returned to the public sector by the state. If not, this would mean that budget funds for the public sector are being cut down.

Keywords: corporate income tax, profitable activity, non-profitable activity, rules concerning profitable and non-profitable activity, charge to tax, taxable person

Komuniciranje romske skupnosti kot družbeni izziv

Svet naj bi doživljali kot homogeno celoto, zato vprašanja, kako mora biti življenje urejeno, kaj pomeni živeti, postanejo stvar globalnega razmišljanja. Posamezniki in družbene skupine izpostavijo do sistema družbe in množice vrednot širok izbor razmerij, različnih pogledov, zato ravno globalizacija povzroča »primerjalno interakcijo različnih oblik življenja«. Le-ta ne ustvarja ene kulture, v kateri bi vsi imeli enaka stališča in vrednote, ustvarja pa en prostor, v katerem vsi udeleženci dosegajo svoje cilje skozi izločanje nekonkurenčnega. Posamezne družbene skupine različno gledajo na posamezne ideje, procese glede na svoje stališče, vzorce in tradicionalne vrednote. Globalizacija izziva reakcijo – odpor. Komuniciranje kot del našega vsakdanjika je zelo pomembno, še posebno v javnih zavodih, ki mora potekati v duhu poslovnega komuniciranja. Romska skupnost se po načinu življenja razlikuje od načina življenja večinskega prebivalstva. So hermetično zaprti za vpliv druge kulture, bojijo se asimilacije, dezintegracije, so marginalna skupina, odvisni od pomoči države. Stereotipi ali dejanska slika o Romih: neurejeni ljudje, preživljajo se z denarno socialno pomočjo, goljufijami, živijo v nelegalno urejenih naseljih, nimajo delovnih navad, nimajo izobrazbe, ne prevzemajo odgovornosti.

Ključne besede: poslovna komunikacija, medosebna komunikacija, javni zavod, Romi, romska skupnost, marginalna skupina

Joža Miklič

Communication with the Roma as a Societal Challenge

We are supposed to be experiencing the world as a homogenous whole, which is why the questions such as how life is supposed to be organized and what is the meaning of life is becoming a subject of global reflection. Individuals and groups within society establish a wide range of relations and views towards the system in a society and its values. For this reason globalization causes »a comparative interaction of different life styles«. Globalization does not create one culture, in which everybody would have equal viewpoints and values, but it creates one single space, in which all participants are realizing their goals through the elimination of the non-competitive entities. Individual social groups have different views on certain ideas and observe processes according to their point of view, patterns and tradition values. Globalization causes reaction – resistance. Communication, as a part of our everyday lives is very important, especially in public institutions, where it has to be guided by the spirit of commercial communications. The Romany community has a different lifestyle than the majority of the population. They are hermetically closed towards the influence of other cultures, afraid of assimilation and disintegration; they are a marginal group that depends on state aid.

Keywords: Commercial communication, interpersonal communication, public institution, the Roma, Romany Community, marginal group

Zdenka Milič Žepič
Ministrstvo za zunanje zadeve
Slovenija

Praktična uporaba sofisticiranega menedžerskega pristopa v desetih najuspešnejših slovenskih podjetjih

21. stoletje zahteva nov pristop k menedžiranju. Na to kaže sedanje stanje v naši shizoidni družbi z visoko stopnjo stresa in posledičnim upadom produktivnosti in absentizmom, ki sta pojavi obliki nasilja ekonomskega napredka. Rešitev je nov, sofisticiran pristop k vodenju, v raziskavi imenovan 'ženski princip'. Ni ženski, a je v duhu ženske narave, ki je vse do danes ohranila samoumeven smisel in stik s cikli narave in smisel za njeno prvobitnost, je srčen, empatičen, človeški. To je univerzalni pristop v duhu človeka, ki živi načela in ki je 'ženski princip'. Vse ostalo bi bila manipulacija. Namen raziskave je bila ocena prisotnosti te sofisticiranosti pri vodenju med slovenskimi menedžerji, ugotavljanje, v kolikšni meri jo razvijajo in uporabljajo in koliko se jim zdi v času globalizacije in težnje po enormnih dobičkih tak pristop k vodenju sploh izvedljiv. Njihova mnenja so tudi pokazatelj bodočih trendov na področju vodenja.

Ključne besede: srčnost, empatija, človeškost, ocena, pričakovani porast sofisticiranosti v menedžiranju

Zdenka Milič Žepič

The Practical Applicability of Sophisticated Management Principles in Ten Most Successful Slovenian Companies

The twenty-first century demands a new approach towards management. This is indicated by the present situation in our schizoid society with high levels of stress and consequently, the decrease of productivity and absenteeism. These are the indicators of violence due to economic progress. The answer is in a new and sophisticated approach to management. In research this is called 'the principle of woman'. It is not womanish, but is known in the spirit of a woman's nature. Until today, it has preserved its contact with the cycles of nature and its self-evident meaning of originality, heart-felt fullness, empathy, and humanity. This is the universal approach towards the spirit of a human being, who lives fundamentally and who is the 'principle of woman'. All the rest would be considered manipulation. The purpose of this research was to evaluate the sophistication in managing among Slovenian managers. Furthermore, the study was set to determine to what extent managers are developing and applying this principle and their attitude on the possibilities for its practical use in the time of globalization and movement for enormous profits. Their opinions are also the indicator for future trends in the field of management.

Keywords: gentility, empathy, humanity, evaluation, expected increase of sophistication in management

Dolores Modic,
Visoka šola za upravljanje in poslovanje novo mesto
Slovenija
Etbin Tratnik
Ministrstvo za delo, družino in socialne zadeve
Slovenija

Varnost in zdravje pri delu, globalizacija in evropska unija

Globalizacija ni več nov pojav, tako da je možna analiza pozitivnih in negativnih posledic, ki jih le-ta s seboj prinaša na različnih področjih. Delovno pravo je področje prava, ki ga je globalizacija še posebej močno »oplazila«, poleg tega pa je tudi pod močnim vplivom integracijskih procesov Evropske unije (EU) ter prava EU. Avtorja se bosta omejila na specifično področje varnosti in zdravja pri delu, ob tem upoštevajoč tako regulatorne posledice, kot tudi tako imenovane »mehke« posledice. Avtorja bosta tudi posebej opozorila oziroma načela problem zahtev odpravljanja administrativnih ovir s strani Ministrstva za javno upravo na eni strani ter čim boljšega zagotavljanja varnosti in zdravja pri delu na drugi strani.

Po predpisih s področja varnosti in zdravja pri delu je takorekoč za vse glede zagotavljanja varnega in delavčevemu zdravju neškodljivega dela odgovoren delodajalec. Ministrstvo za javno upravo pa po drugi strani želi delodajalcem čim bolj olajšati vse napore, ki jih imajo le-ti glede države. Gre torej za dve nasprotni strani, vendar mora nujno obveljati, da je potrebno varnosti, življenju in zdravju delavcev dati prednost, saj gre za osnovne človekove pravice.

Ključne besede: globalizacija, Evropska unija, varnost in zdravje pri delu

Dolores Modic, Etbin Tratnik

Safety and health at work, globalization and the european union

Globalization is no longer a new phenomenon, therefore we can start to analyze its positive and negative affects in different areas. Labour law is one of the law fields which were (and are) affected in numerous ways by the globalization trends, in addition to, the EU integration processes. The authors' limit themselves to the specific area of workplace safety and health, outlining both the regulatory in addition to the »soft« effects of globalizational trends.

Furthermore, the authors would like to draw special attention to the demands of reducing administrative burdens within EU legislation and the implementation strategy thereof by the Ministry of Public Administration in Slovenia. The ultimate goal is to reduce the administrative burdens, whereby ensuring that it would not happen at the cost of safety and health at the workplace. Regulations in the field of workplace safety and security transfer the responsibility for the safety and security of the workplace to the employers. Meanwhile, the Ministry of Public Administration is attempting to ease these burdens. Two diametrically different goals are present, though in the end the goal of ensuring safe and secure working conditions arises as the most important one, since it incorporates basic human rights.

Keywords: globalization, EU, safety and health at work

Regije – zakaj jih potrebujemo in kaj nam bodo prinesle

Vedno večja centraliziranost in uspešnejše kandidiranje za sredstva Evropske unije (EU) so privedla do ugotovitve, da je regionalizem podlaga za hitrejši in bolj uravnotežen razvoj Slovenije. Z regijami bi Slovenija lahko uveljavljala decentralizacijske ukrepe z uveljavitvijo načela subsidiarnosti, policentrični razvoj države, čezmejno sodelovanje lokalnih skupnosti, primerljivost z ustreznimi sistemi v državah v EU (po MNZ, 2003).

V strokovnem članku bom predstavil model, na podlagi katerega so določili število regij, njihovo pristojnost in učinke, ki bi jih le-ta imela na ozemlju. V strokovnem članku se bom dotaknil tudi teme števila regij in njihove velikosti. Ta tema je danes popularna in jo v volilnem letu uporabljajo za pridobivanje političnih točk. Vsi politiki so enotnega mnenja, da so regije nujno potrebne za Slovenijo, niso pa si enotni pri številu in velikosti posameznih regij. V članku bom poizkušal strokovno opredeliti prednosti in slabosti manjšega oziroma večjega števila regij. Ker še v Sloveniji nimamo regij, bom poizkušal učinke povzeti po drugih evropskih državah, ki so uveljavile regije. Pri tem se bom predvsem opiral na Avstrijo in na njene učinke regionalizacije.

Ključne besede: regija, regionalizacija, decentralizacija, lokalna skupnost, Ministrstvo za lokalno samoupravo in regionalni razvoj

Miha Mohor

Regions: Why We Need Them and What They Will Bring

With increased centralization and successful candidature for funding from European Union resources, brought about conclusion that regionalization is the basis for quicker and a more balanced development of Slovenia. Slovenia, through regionalization, could implement decentralization directives by applying principles of subsidiaries, cross-border cooperation with local authorities, and be comparable with corresponding systems of EU Member States (MNZ, 2003).

In my article I will subscribe the model, which the Slovenian government uses and describes the number of regions, their jurisdiction, and the effects that it would have on the territory. In addition, I will describe the problems around the quantity and the size of regions in Slovenia. In the last few months, this has been a very popular topic and is being used to gain political points during election year. All politicians have the same stance that regions are necessary. However, they do not agree on the number and the size of these regions. In the article, I described the advantages and disadvantages of larger versus smaller number of regions. Because Slovenia does not have any regions, I attempt to describe the effects from other Member States that have implemented regions. More specifically, I mostly focus on regionalization effects from Austria.

Keywords: regions, regionalization, decentralization, local authority, Ministry of Local Self-Government and Regional Development

Darja Muc
Dolenjske lekarnе Novo mesto, Lekarna Metlika
Slovenija

Pomen komunikacije za dobre medosebne odnose v organizaciji

Namen prispevka je opredeliti, kako dobra komunikacija vpliva na medosebne odnose v izbrani organizaciji. Prispevek obravnava različne načine komunikacije z vidika procesa komunikacije, medosebnih odnosov in konfliktov. Temu sledi kratek opis pristopov, ki jih uporabljajo pri reševanju konfliktov. Na podlagi raziskave, ki je bila izvedena na populaciji medicinskih sester v Zdravstvenem domu Maribor, je posebej analizirana problematika komuniciranja. Predstavljeni so rezultati anketnega vprašalnika, ki so pokazali, da medicinske sestre v zavodu najbolje komunicirajo s sodelavci v negovalni skupini, slabše z zdravniki in z nadrejenimi v zdravstveni negi. Na podlagi raziskave je ugotovljeno, da medicinske sestre prihajajo v konfliktne situacije zaradi slabšega obvladovanja komunikacije in ovir, kot so pomanjkanje časa, preobremenjenost z delom in napetost. Kljub oviram pa medicinske sestre prisluhnejo pacientu, ga poslušajo, so potrpežljive in prijazne v komunikaciji s pacienti in sodelavci.

Ključne besede: komunikacija, medosebni odnosi, konflikt, medicinske sestre

Darja Muc

The Importance of Communication for Good Interpersonal Relationships in an Organization

The aim of the article is to define how good communication influences interpersonal relationships in a chosen organization. The article reviews different ways of communication from processes of communication to interpersonal relationships and conflicts. This is followed by a brief description of procedures that are used when solving conflicts. On the basis of research, which was conducted with nurses from the Maribor Health Care facility, the problem of communication was specifically analyzed. The results of the questionnaire revealed that nurses communicated best with their co-workers from the nursing group and worse with doctors and supervisors from nursing. It was found that nurses came into conflict because they do not have the communication skills and come across other barriers such as a lack of time, over-burdened and tension. Despite the conflicts, nurses listen to their patients and are tolerant and kind in their communication with patients as well as colleagues.

Keywords: communication, interpersonal relationship, conflict, nurses

Vloga zaupanja v sodobni organizaciji

Delovanje organizacij v sodobnem okolju je vedno bolj nestabilno in tvegano. V takšnih razmerah lahko organizacije zagotovijo svoj obstoj (in razvoj) s kreativnim sinergijskim sodelovanjem vseh udeležencev. Takšno sodelovanje je mogoče pri ustreznem zaupanju med vsemi udeleženci organizacije. Organizacije so tako pred izzivom, kako naj zagotovijo potrebno raven zaupanja (kot celoti, v svojih delih, pri svojih udeležencih), ki bo omogočila kreativno in inovativno sodelovanje vseh njenih (praviloma specializiranih) udeležencev preko meja posameznih del, poklicev in kultur. Zato mora organizacijska teorija zagotoviti potrebno (dodatno) znanje o zaupanju, načinih za njegovo oblikovanje in ohranjanje in vlogi zaupanja pri zagotavljanju ciljnega delovanja organizacij v sodobnem okolju. Naš prispevek obravnava dve tezi: 1) Zaupanje lahko pomembno prispeva k izboljšanju inovativne sposobnosti udeležencev organizacije in 2) Zaupanje lahko pomembno prispeva k izboljšanju inovativnosti poslovanja.

Ključne besede: inovativno poslovanje, organizacija, zaupanje, sodelovanje

Matjaž Mulej, Ph.D., Vojko Potočan, Ph. D.

The Role of Trust in the Modern Organization

The functioning of organizations in modern times is increasingly unstable and risky. In these circumstances, organizations can assure their existence (and development) through creative synergetic cooperation of all members. As such, organizations face a challenge on how to assure the needed level of trust (i.e. as a whole, through their work, with their members) to enable creative and innovative cooperation of all (specialized) members; irrespective of an individual's work, profession and culture. For this reason, organization theory has to assure the needed (additional) knowledge on trust, methods of their formation and preservation, as well as the role of trust, when assuring target work of organizations in a modern environment. Our contribution deals with two theses: 1) trust can importantly improve innovative abilities of participants in an organization and 2) trust can importantly contribute towards business innovation.

Keywords: innovative business, organization, trust, cooperation

Padanje cen nepremičnin

Cene nepremičnin v tržnem gospodarstvu se oblikujejo na osnovi ponudbe in povpraševanja. V stabilnih tržnih gospodarstvih ugotavljajo ciklično rast in padanje cen nepremičnin. Praktična ponazoritev teh dogajanj je sinusna krivulja, v kateri je obdobje od najvišje do najnižje cene približno deset let. V članku sem obdelal gibanje cen nepremičnin v Sloveniji, strukturo stroškov, ki vplivajo na cene nepremičnin, predvsem pa nevarnosti za kupce in investitorje v času padanja cen nepremičnin. Cene nepremičnin so se od osamosvojitve in uveljavitve tržnega gospodarstva neprestano dvigovale. V letu 2007 je zaznati umiritev rasti cen in njihovo postopno zniževanje, kar pa ne velja za elitne lokacije, kjer je rast cen še vedno v porastu. V članku ugotavljam vzroke za tak trend cen nepremičnin. Temelj so nizka začetna cena nepremičnin leta 1991, tradicija, po kateri veljajo nepremičnine za varen način varčevanja, in premajhni odzivnosti investorjev pri povečanem povpraševanju na trgu. Ugotavljam tudi »prag« vrednost nepremičnin z upoštevanjem vseh elementov, to je vrednosti zemljišča, vrednost zunanje ureditve, kompletne vrednosti izgradnje objekta, stroške inženiringa in nenazadnje dobiček investitorja.

Ključne besede: nepremičnine, investicija, cena nepremičnine, proizvodni prag, ponudba in povpraševanje

Franc Nahtigal

Drop in Real Estate Prices

Prices of real estate in today's market economy are formed on the basis of demand and supply. In stable market economies, there is a cyclic growth and fall of real estate prices. A practical illustration of the aforementioned is a sinus curve, where the period from the lowest to the highest price is approximately 10 years. In the article, I discuss price trends of the real estate market in Slovenia and the structure of costs that affect the prices of real estate. But most of all, I wanted to determine the threats that influence and affect buyers and investors during the »price-falling« period. Prices of real estate have been growing consistently since the attainment of independence and implementation of a market economy. In 2007, the prices peaked and then started to decrease gradually. However, this does not seem to be true for elite locations, where we can still see the increase of prices. In the article, I discuss the reasons for this real estate trend. The foundations are a low starting price of real estate in 1991, tradition, in which real estate is known to be a safe method for saving money, and the lack of investor's response to an increased market demand. I also argue the threshold real estate value by incorporating all elements, such as land value, value of exterior arrangements, value on the total construction of the building, costs of engineering, and, of course, investor's profits.

Keywords: real estate (assets), investment, the price of real estate, production limit, supply and demand

Dr. Pece Nedanovski, dr. Sasho Kjosev
Univerza sv. Cirila in Metoda, Ekonomska fakulteta, Skopje
Makedonija

Izzivi pri razvoju sistema zdravstvene oskrbe v Republiki Makedoniji

Glede na to, da ima zdravstvena oskrba dolgoročni učinek na socialni in gospodarski razvoj, smo se namenili analizirati nedaven razvoj in trenutno situacijo povezano s pravnimi in ustanovnimi osnovami sistema zdravstvene oskrbe v Makedoniji ter tudi ponuditi priporočila za spopadanje z izzivi, ki jih bodo prinesli poizkusi izboljšanja sistema v bližnji prihodnosti. Projekt prehodne dobe zdravstvenega sektorja, ki ga podpira Svetovna Banka, je naslovil različne reforme v zvezi s financiranjem in upravljanjem zdravstva, primarno in preventivno zdravstveno oskrbo ter oskrbo z zdravili. Vendar v zdravstvenem sektorju še vedno manjka celotna razvojna strategija sistema zdravstvene oskrbe. Prejšnje izkušnje v državi kažejo, da morajo iti povečane zmožnosti na državni in lokalni ravni z roko v roki tako z načrtovanjem in postavljanjem standardov kot tudi z usklajevanjem kapacitet.

Ključne besede: sistem zdravstvene oskrbe, razvoj, strategija, politika zdravstvene oskrbe, načrtovanje

Pece Nedanovski, Ph.D., Sasho Kjosev, Ph.D.

Challenges of Health Care System Development in the Republic of Macedonia

Keeping in mind that healthcare has a long-term impact on social and economic development; we intended to analyze recent developments and the current situation related to legal and institutional bases for the healthcare system in Macedonia, as well as to provide recommendations on how to face challenges for its improvement in the near future. Healthcare in Macedonia is provided through an extensive net of healthcare organizations. The advantages of the healthcare system for the time being are, as follows: relatively high accessibility, large number of well-educated and trained healthcare workers, well-developed fundraising mechanisms, and well-developed networks of organizations for preventive and primary health protection. At the same time, the system suffers from hyper-production of personnel, over-employment in hospitals, under-utilization of personnel, obsolete equipment, lack of medicines, and a general focus on hospital health protection, instead of primary and preventive protection. After independence, the need for a central resource management led to the transformation of a disjointed system of municipally-funded health services to a social insurance-funded model with central coordination and planning. The health sector transition project supported by the World Bank addressed different reforms targeting health financing and management, primary and preventive health care and drugs policy and procurement.

Keywords: health care system, development, strategy, health care policy, planning

Vpliv inovativnosti na zadovoljstvo kupca

Slovenija je na začetku novega tisočletja postavljena pred velik izziv: kot članica Evropske unije je neposredno udeležena v evolucijskem procesu razvoja Evrope, ki se bo usmerjala v različne panoge z namenom, da dohiti in prehitijo svojo veliko tekmico ZDA. Vse panoge, tako tradicionalne panoge, iz katere sem tudi vzela podjetje v praktičnem delu članka, kot visoko tehnološke, se srečujejo z novimi izzivi in spremembami, posledica tega pa je hitrejša prilagajanje potrebam trga kot tudi iskanje novih trgov, da lahko podjetja prodrejo nanje. Ker smo priča nenehnim spremembam, lahko govorimo o obdobju sprememb in začetku drugačnega, inovativnejšega načina poslovanja v različnih panogah. Konkurenčnost, rast in razvoj so od nekdaj povezani z inovativnostjo. Lahko bi tudi dejali, da je to konec načina poslovanja te industrije, kakršnega smo poznali do sedaj.

Cilj članka je ugotoviti prednosti inovativnih podjetij, ki se stalno posvečajo inovacijam in spodbujajo njihov nastanek, ter vpliv inovativnosti na zadovoljstvo kupcev v konkretnem podjetju v praksi. Pomembno je poudariti, da so kljub visoki tehnologiji najbolj pomembni ljudje, saj so vir idej in inovacij.

Ključne besede: inovativnost, konkurenčnost, tehnologija, rast in razvoj, zadovoljstvo kupcev

Katja Nose Sabljak

The Affect of Innovations on Customer Satisfaction

Slovenia, at the beginning of the new millennium, is confronted with a big challenge. In particular, as a new member of the European Union it directly participates in the evolution process of European development. Europe is orienting itself into various branches with the purpose of catching-up and overtaking their rival competitor- the USA. All branches, from the traditional ones, of which I have used in the practical part of my article, as well as technological ones are faced with new challenges and changes. The consequences are faster adaptations to new market needs in addition to looking for new ones so that companies can break through on the market. Because we witness continuous changes, we can say that this is a period of change and the beginning of a different and innovative ways of doing business in different branches and lines of business. Competitiveness, growth and development have been connected to innovativeness from a long time. We could even say that this is the end of a business approach, which we have been accustomed to.

The objective of this article is to determine advantages of innovative companies; those who are continually dedicated and encourage innovations and the influence of innovativeness on customer satisfaction with an actual practicing company. It is important to emphasize that despite high technology, people are the most important as they are the source of ideas and innovations.

Keywords: innovation, competitiveness, technology, growth and development, customer satisfaction

Globalizacija in inovativnost podjetja

Proces globalizacija sili v neusmiljeno konkurenco na vseh področjih. Globalizacija hkrati pomeni priložnost ustreznega in hitrega odziva na vseh njenih ravneh: na svetovni, državni, na ravni določene industrije in posameznega podjetja. Pri tem intelektualni kapital oziroma znanje človeških virov postaja strateški dejavnik konkurenčne prednosti podjetja na trgu. Znanje je hkrati eden od osnovnih pogojev inovacijskega procesa. Zato je upravljanje znanja in človeškega kapitala ter inovacij pomembno za zagotavljanje in krepitev konkurenčne prednosti podjetja v globalnem svetu. V prispevku želimo prikazati primer izbranega podjetja in njegove inovativne dejavnosti. Njegova uspešnost temelji na zavedanju ustvarjanja inovativnega okolja ter gradnji organizacijske kulture, kjer so ključne vrednote znanje, timsko delo, zadovoljni zaposleni in kupci. Uspešno upravljanje organizacijske kulture je ključ do izvajanja, porajanja dobrih predlogov, idej in inovacij zaposlenih. Prav to je strateški element konkurenčnosti podjetja v globalnem okolju.

Ključne besede: globalizacija, intelektualni kapital, znanje, konkurenčna prednost, inovacijski proces, inovativna dejavnost, inovacija, organizacijska kultura

Mojca Novak

Globalization and Company Innovations

This article is based on a claim that globalization forces us into merciless competition in all areas. Concurrently, globalization offers the opportunity to quickly and appropriately react at all levels, which is at the global level, state level, at the level of a specific industry and an individual company. Intellectual capabilities and human resource management have become a strategic competitive advantage. Knowledge is one of the basic elements of innovations. Management of knowledge, human resources, and innovations is therefore necessary to grant competitive advantages of a company in a globalized world. In this article, I discuss about a chosen company and its activities related to innovations. Its success is based on a creative working environment and team-culture building, where knowledge, teamwork, satisfied employees, and buyers are key values. Successful management of an organisation's culture is a key to creative work, ideas and innovations. That makes it a strategic element of a competitive company in a global environment.

Keywords: globalization, intellectual capital, knowledge, competitive advantage, process of innovations, activities of innovations, innovation, organisation's culture

Sonja Novak
Mercator, d.d.
Slovenija

Širitev Mercatorja na trge jugovzhodne Evrope

V Sloveniji tri največje trgovske družbe obvladujejo kar 80 odstotkov slovenskega trga izdelkov končne potrošnje. Vendar pa trgovska podjetja zaradi specifičnosti slovenskega trga, ki ga zaznamujejo majhnost in omejenost ter zasičenost in omejujoča zakonodaja, iščejo svoje poslovne priložnosti tudi izven nacionalnih meja. Tako je postala internacionalizacija poslovanja nujna tudi v trgovini na drobno. Cilj strokovnega članka je predstaviti spoznanja in izhodišča internacionalizacije v trgovini na drobno. Na primeru vodilnega podjetja Mercator pa bom utemeljila in raziskala motive, pogoje in strateške usmeritve ob nastopu te trgovske družbe na tujih trgih. Mercator se je v svoji naravnosti na zunanje trge osredotočil na geografsko in kulturno bližnje trge, to so trgi nekdanje Jugoslavije, ki so slovenskim podjetjem dobro poznani, slovenske blagovne in trgovske znamke pa imajo na teh trgih velik ugled. Družba je za širjenje poslovanja na tuje trge izbrala kombinacijo dveh vrst strategij vstopa, in sicer neposredni vstop v obliki investicij v nove trgovinske objekte ter razne oblike strateških povezav in prevzemov, v katerih prevladuje pravilo večinskega lastništva. S strateškimi partnerstvi želi tudi zmanjšati tveganje nastopa na trgih bivše Jugoslavije, ki so relativno tvegani. Franšizing je kot metoda vstopa oziroma kot instrument krepitev položaja dodatni Mercatorjev potencial tudi na tujih trgih.

Ključne besede: internacionalizacija, dejavniki izbire trgov, strategije vstopa na tuje trge, franšizing, tveganja pri vstopu na tuje trge

Sonja Novak

The Expansion of Mercator in the Southeastern Market of Europe

The three largest retail trade companies control 80% of the Slovenian market. Retail trade companies are looking for new business opportunities outside the national borders due to the specific nature of the Slovenian market, which is small and limited with restrictive legislations. That is how internationalization became necessary even in retail sales.

The purpose of this article is to discuss the starting points of internationalization in retail trade. In the case of one of the leading company's named Mercator, I will discuss and research the motives, conditions and strategic goals from the company's appearance on foreign markets. Mercator specifically turned to geographic and culturally close markets, that is to ex-Yugoslavia. Ex-Yugoslavia is well known to Slovenian companies and Slovenian retail and trademarks have a good reputation on that market. The company used a combination of two strategies of entering the foreign market. One was direct entrance with investments in new retail infrastructures. The second was creating different forms of strategic associations and takeovers which are founded on the rule of majority ownership. Strategic partnerships reduce the risk of entering in markets of ex-Yugoslavia which are relatively risky. An additional potential of foreign markets is franchising.

Keywords: internationalization, factors of market selection, strategies of entrance onto foreign markets, franchising, risks of market entrance

Rudolf Ogrinc
Elektro Gorenjska, d.d.
Slovenija

Pomen projektnega menedžmenta za uspešno izvajanje projektov

Namen prispevka je prikazati način uporabe projektnega vodenja pri obvladovanju večjih projektov v podjetjih. Torej kako elemente projektnega menedžmenta vstaviti v dosednji način dela in pri tem predstaviti osnovne elemente od zagona do zaključka projekta. Navedeni so osnovni pogoji za uporabo projektnega pristopa v podjetju ter nekatere omejitve in nevarnosti, ki izhajajo iz tega pristopa. V današnjem nestabilnem okolju sta učinkovitost in pravočasnost pri izvajanju projektov vsekakor merili za njihovo poslovno uspešnost. Z uporabo predlaganega načina dela bi se v prihodnje v podjetju lahko še izboljšala raven izvajanja projektov, vzpostavila preglednost in omogočil prenos znanja na področje spremljanja, vodenja in izvajanja projektov.

Ključne besede: zagon projekta, cilji projekta, projektni pristop, projektna organiziranost, projektna dokumentacija

Rudolf Ogrinc

The Importance of Project Management for Successful Project Implementations

The article is aimed at showing how the principles of project management can be applied in the case of managing major projects in companies. Specifically, how individual elements of project management can be implemented in the existing work flow and, by explaining that, presenting the basic elements from project start-up to the final stage of the project. The article discusses the basic conditions for applying a project approach in addition to several limitations and risks arising from this approach. The criteria for successful project implementation in today's unstable environment are certainly efficiency and punctuality. Moreover, using the proposed project approach could further improve the level of project execution, establish transparency, and enable the transfer of knowledge onto project monitoring, management, and execution to future projects of the company.

Keywords: project start-up, project goals, project approach, project organization, project documentation

Marina Omahen
Sklad KZG RS, Ljubljana
Slovenija

Obvladovanje tveganj na področju gospodarjenja z gozdovi, s katerimi upravlja SKZG RS

Spoznanje, da je tako kot vsaka organizacija tudi Sklad kmetijskih zemljišč in gozdov RS (SKGZ RS) pri svojem delovanju izpostavljen tveganjem, zahteva od vseh zaposlenih, predvsem pa od poslovodstva, da ta tveganja ciljno obvladujejo, tudi z ustreznimi kontrolnimi dejavnostmi. Zato je dobro poznati njihov namen in značilnosti. Z ustreznim naborom koristnih kontrolnih mehanizmov ter natančno opredelitvijo, kdo izvaja kontrolne aktivnosti in katere, je vsaka organizacija uspešnejša pri obvladovanju tveganj. Zaradi novosti in nenehnih sprememb tako zunaj kot znotraj organizacije je potrebno kontrolne dejavnosti nenehno spremljati, ocenjevati in izpopolnjevati.

Potrebno je upoštevati, da okolje kontroliranja samo ne preprečuje ali odkriva in odpravlja pomembnih napak, da pa je narava tveganj, ki izvirajo iz šibkega okolja kontroliranja, takšna, da jih je težko omejiti na posamezna tveganja napak oziroma nedoseganja ciljev. Med posledicami neuspešnega okolja kontroliranja sta lahko tudi poslovni neuspeh in izguba ugleda organizacije.

Ključne besede: tveganje, verjetnost, postopek obvladovanja tveganj, register tveganj, notranje kontrole, notranjerevizijska služba, gozd, gozdarstvo, koncesija

Marina Omahen

The Farmland and Forest Fund of the Republic of Slovenia: Controlling Risks in the Area of Forest Management

The realization that every entity, including the Farmland and Forest Fund of the Republic of Slovenia, is exposed to risks requires targeted risk management, adequate control of activities at all levels and most of all from management. It is, therefore, important to know what control activities are available and what their functions and characteristics are. An appropriate set of control activities with clearly delegated authorities and responsibilities provides for better risk management in any company. Due to continuous changes and novelties within and outside of companies, control activities should be assessed, improved, and adjusted continuously.

In addition, the auditor shall keep in mind that the control environment by itself neither prevents nor discovers or eliminates significant mistakes. However, the risks arising from weak control are such that they can only with difficulty be restricted to some individual mistakes or to the non-attainment of objectives alone. A weak control environment may, among other things, result in the performance failure of the organization and in the loss of its reputation.

Keywords: Risk, probability, risk management process, register of risks, internal controls, internal audit service, forest, forestry, concession

Pravni vidiki obrambne politike Evropske unije

Možnost razvijanja obrambne dimenzije Evropske unije (EU) je bila prvič omenjena v maastrichtski pogodbi leta 1991. Takrat je EU prejšnji sistem zunajpolitičnega usklajevanja med članicami – Evropsko politično sodelovanje (EPS) – preimenovala v skupno zunanjo in varnostno politiko (SVZP) in ga v pogodbo o EU vključila v obliki drugega stebra. Po koncu hladne vojne, v še večji meri pa konec 90. let prejšnjega stoletja, ko je EU z vzpostavitvijo Gospodarske in monetarne unije (EMU) dosegla vrhunec pri gospodarskem povezovanju, se je vprašanje o potrebi po nadaljevanju evropskega integriranja tudi na političnem in varnostno-obrambnem področju stopnjevalo. Razprave v tej smeri so pospešili tudi neusklajeni in zato manj učinkoviti odzivi evropskih držav na vojne na obrobju EU – v Bosni in Hercegovini ter na Kosovu. Države članice EU si prizadevajo razviti skupno zunanjo in varnostno politiko. Vendar pa so zunanja politika, varnost in obramba zadeve, pri katerih posamezne nacionalne vlade ohranjajo neodvisen nadzor. Na teh področjih niso združile svoje nacionalne suverenosti, tako da je vloga Parlamenta in Evropske komisije v tem primeru omejena.

Ključne besede: Evropska unija, obrambna politika, pravni vidiki

Robert Oštir

Legal Aspects of the European Defence Policy

The possibility of developing a defence dimension for the European Union (EU) was first mentioned in the Maastricht Treaty in 1991. At that time, the EU was about to rename its system for foreign political coordination among members from the European Political Cooperation (EPC) into the Common Foreign and Security Policy (CFSP). The EU included the new system in the European Union Treaty in the form of a second pillar. With the end of the Cold War, and even more so in the 1990's, when the European Union reached its culmination in economic integration by establishing the Economic and Monetary Union (EMU), the need for further European integration in the area of politics, security, and defence increased even more. Discussions in this direction were hastened by ineffective and, for that matter, less efficient responses of European countries regarding the Balkan war, specifically with Bosnia and Herzegovina and Kosovo. EU Member States endeavour to develop a common foreign and security policy. However, foreign policy, security, and defence are matters for which individual national governments want to preserve their independence. National sovereignties were not joined and, in this view, the role of the European Parliament and the European Commission is limited.

Keywords: European Union, defence policy, legal aspects

Diana Pevec
Zavarovalnica Triglav, d.d., Ljubljana
Slovenija

Intelektualni kapital – dodana vrednost podjetja

V turbulentnem globalizacijskem okolju, katerega glavna značilnost so spremembe, zaposleni v podjetju predstavljajo stalnico, ki mu prinaša največjo prednost pred konkurenco. Človeški kapital kot sestavni del intelektualnega kapitala temelji na znanju, zato mora biti prioriteta slehernega podjetja. Za potrebe raziskave je bil opravljen intervju z vodji podjetij v Sävar såg, Holmsunds Sågverk, Folksam in Länsförsäkringar o vlogi in perspektivi podjetij ter pričakovanem razvoju intelektualnega kapitala. Rezultati intervjujev so pokazali, da oboji, tako proizvodna kot intelektualna podjetja, do določene mere skrbijo in se ukvarjajo z nadgrajevanjem intelektualnega kapitala, le da sta intelektualni podjetji Folksam in Länsförsäkringar prišli dlje v svojih prizadevanjih. Nihče od njih pa ni imel razvitega sistema, ki bi intelektualni kapital upošteval kot celoto. Vsi investirajo v razvoj nekaterih delov intelektualnega kapitala, vendar te investicije še vedno ne opredeljujejo kot »dodano vrednost« podjetja. Investiranje v intelektualni kapital podjetje ne sme zgledati le kot strošek, pač pa kot naložbo oziroma dodano vrednot. Strukturni kapital je kapital podjetja. Človeški kapital pa je izključno last posameznika in lahko bistveno spremeni tržno vrednost podjetja. Ne smemo pozabiti, da so kompetentni zaposleni relevantna predispozicija za uspešnejše podjetje.

Ključne besede: intelektualni kapital, zaposleni, človeški kapital, strukturni kapital

Diana Pevec

Intellectual Capital: A Company's Added Value

In a turbulent global environment where fast changes are characteristic, the employees represent the asset that makes a company competitive. Human capital, as a component of intellectual capital, is based on knowledge and as such has to represent a priority in every company. Direct interviews on the role and development of intellectual capital and the perspective of the companies were carried out with the managers of Sävar såg, Holmsunds Sågverk, Folksam and Länsförsäkringar Umeå. The results showed that both the manufacture and intellectual companies to some extent care and make attempts in increasing intellectual capital. Nevertheless, Folksam and Länsförsäkringar Umeå as intellectual companies accomplished the most in their development and strive for intellectual capital. However, none of them have developed a system, which would consider intellectual capital in its entirety. They all invest in some portions of intellectual capital, but fail to declare the investments as the company's »added value«. Investing in intellectual capital is not to be treated as an expense, but as an investment and an »added value«. The structural capital is the capital of the company. Although the human capital is »owned« by the individual, it can make a substantial contribution to the market value of the company. We should not forget that competent employees are a relevant predisposition for a more successful company.

Keywords: intellectual capital, employees, human capital, structural capital

Strategije globalizacije storitev Slovenije v okviru Evropske unije

Globalizacija povečuje zahteve po usklajenosti in stabilnosti naravnane denarne politike največjih svetovnih gospodarstev, še zlasti v obdobju povečevanja globalnega neravnovesja. V prepletenih gospodarskih tokovih lahko namreč že odklon ene izmed nacionalnih politik sproži krizo, ki lahko najbolj prizadene ravno majhna gospodarstva, če ne bi bila pripravljena. Storitve obsegajo raznolike dejavnosti, zato je tudi opredelitev le-teh precej široka. Vsi kazalci kažejo, da so storitve vedno pomembnejši dejavnik v gospodarstvu, na kar kaže tudi delež storitev v BDP držav in zaposlenih v storitvenem sektorju. Glede na dejavnike globalizacije se bodo nekatere storitve globalizirale prej kot druge ali pa se sploh ne bodo, medtem ko ta poteka predvsem na dva načina, in sicer preko neposrednih tujih investicij ali preko oddaje del v tujino ter zunanjega izvajanja dejavnosti. Skozi Slovenijo prehajajo različni globalizacijski tokovi, vendar je veliko priložnosti za prevzem dejavnejše vloge pri tem procesu že zamudila, predvsem na področju visokotehnoloških in specializiranih storitev, medtem ko je močna na področju turizma.

Ključne besede: globalizacija, internacionalizacija storitev, storitev, mednarodna menjava, neposredne tuje investicije

Duška Pezdirc

Slovenia's Strategies of Service Globalization within the European Union

Globalization increases demands for coherence and stability of monetary policies pursued by the largest world economies, especially as global imbalances increase. Economic flows are intertwined; therefore, a deviation of one national policy can trigger a crisis, whereby small economies, if not adequately prepared could be affected the most. Services encompass diverse activities; hence a broad definition is required. All indicators reveal that services are playing an increasingly important role in the economy, which also is reflected in the share of services in the country's GDP and the percentage of employees in the service sector. In the context of globalization, some services will experience globalization sooner or will not be subject to globalization at all. Globalization can primarily take two forms, i.e. direct foreign investments or outsourcing abroad and sub-contracting. Different globalization flows pass through Slovenia. Even so, the country has already missed many opportunities for assuming a more active role in the process, primarily in high technology and specialised services; however it has been more successful in tourism.

Keywords: globalization, internationalization of services, international trade, direct foreign investments

Raziskava organiziranosti kliničnega oddelka po 7-S modelu

Procesi globalizacije večajo tudi pričakovanja in zahteve uporabnikov zdravstvenih storitev. Namen aplikativne raziskave je bil ugotoviti, v kakšnem organizacijskem stanju se nahaja Klinični oddelk za reprodukcijo (KOR) Ginekološke klinike UKC Ljubljana. Cilj raziskave je bil raziskati organiziranost oddelka po celostnem 7-S modelu kompleksne organiziranosti s študijo primera. Podatki so bili zbrani s tehniko sistematičnega opazovanja, kjer je bila avtorica opazovalka v lastnem okolju. Podatki so analizirani z deskriptivno metodo analize. Raziskava je pokazala, da KOR nima izdelanih dolgoročnih strategij bodočega razvoja. Probleme rešujejo sproti, delovanje oddelka načrtujejo le za eno leto naprej. Formalna organiziranost KOR je funkcijska strukturna organiziranost, odločanje je centralizirano. Sistem planiranja je le kratkoročen, sistem informiranja za spremljanje poslovanja je centraliziran. Kot skupne vrednote prevladujejo pripravljenost pomagati, odgovornost, ustvarjalnost, uspešnost in tekmovalnost. Vrzeli v zahtevanih strokovnih kompetencah se ne pojavljajo, pomanjkljive pa so vodstvene kompetence vodilnih in vodstvenih delavcev.

Ključne besede: zdravstvene storitve, strategije, strukture, slogi vodenja, sposobnosti

Bojana Pinter

A Research Study on the Organisation of a Clinical Department Using the 7-S Model

Globalization processes also are reflected in expectations and demands of users of health services. The purpose of this applicative research was to establish the organisational status of the Unit for Reproduction at the Department of Obstetrics and Gynaecology at University Medical Centre in Ljubljana. The aim of the study was to research the organisation of the unit by the use of the 7-S model of complex organisation as a case study approach. The data were gathered by systematic observation, where the author was the observer in her own environment. The data were analysed by descriptive method of analysis. The study has shown that the Unit for Reproduction did not have long-term strategies for future development. The problems are dealt "ad hoc", the functioning of the unit is planned only for one year ahead. Formal organisation of the unit is functional and decision-making is centralised. There is only short-term planning and the informational system for business monitoring is centralised. Among the shared dominated values are helpfulness, responsibility, creativity, successfulness, and competitiveness. There is no professional incompetence, but there is a lack of leadership competence of leaders and managers.

Keywords: health services, strategies, structures, style, skills

Aljaž Pinterič
Samostojni podjetnik
Slovenija

Proučitev modela učeče se organizacije

Klasičen model učenja ne zadostuje potrebam sodobne družbe in sodobne organizacije. Ta nezadovoljivost klasičnega modela se odraža tudi v organizaciji, kjer sem zaposlen. Model učeče se organizacije bi uvedel spremembe v organizaciji, organizacijski kulturi in načinu vodenja. Učeča se organizacija se je sposobna nenehno učiti, je odprta in si želi povečati sposobnost učenja. Da bi bila organizacija uspešna, se mora stalno in najhitreje prilagajati hitro spreminjajočemu se okolju. Temeljna naloga in cilj na poti učečega se podjetja je, da skozi proces stalnega učenja pridobi konkurenčno prednost na trgu.

Ključne besede: model učeče se organizacije, organizacijska kultura, vodenje

Aljaž Pinterič

Examining the Learning Organization model

The classical learning model does not meet the needs of modern society or a modern organization. The weakness of the classical model also is reflected in the company where I work. The learning-organization model would introduce changes in terms of organizational structure, organizational culture, and management methods. A learning organization is capable of providing continuous education and training; it is open-minded and invests efforts to increase its ability to learn. For a company to be successful, it has to quickly and continuously conform to this changing environment.

The main task and objective of a learning organization is to acquire, through the process of continuous learning, a competitive advantage on the market.

Keywords: learning organization model, organizational culture, management

Zadovoljstvo zaposlenih

Ugotavljala sem zadovoljstvo zaposlenih v Zavodu za prestajanje kazni zapora Dob pri Mirni, vključno z Javnim gospodarskim zavodom (JGZ) Pohorje Mirna. Rezultati raziskave so pokazali, da posamezne kategorije zaposlenih izražajo različno stopnjo zadovoljstva/nezadovoljstva do posameznih dejavnikov, ki sem jih raziskovala. Med posameznimi kategorijami zaposlenih pa se niso pokazale signifikantne razlike vpliva posameznih dejavnikov na zadovoljstvo. Odgovori vseh respondentov so pokazali največjo stopnjo zadovoljstva z delovnim časom, s sodelavci, z delom in z vzdušjem. Najmanj zadovoljstva pa so pokazali s plačami, z možnostmi napredovanja in z nagradami.

Na dejavnike, s katerimi so zaposleni najmanj zadovoljni, Zavod nima neposrednega vpliva, vendar pa lahko predlaga pristojnim organom določene spremembe v okviru zakonskih in proračunskih možnosti. Precej manevrskega prostora za povečanje zadovoljstva pa ima Zavod pri dejavnikih, kjer ima neposreden vpliv. Tako bi bilo možno še bistveno povečati zadovoljstvo zaposlenih: z ustvarjanjem pozitivnih sprememb v povezavi z delom in delovnim okoljem, z uvajanjem pohval in spodbud za uspešno delo, z odpravljanjem neargumentiranih kritik in obtožb, z ustvarjanjem prijetnega vzdušja in dobrih medsebojnih odnosov in s povečanjem možnosti zaposlenih pri izobraževanju in usposabljanju ob delu.

Ključne besede: zadovoljstvo zaposlenih na delovnem mestu, dejavniki zadovoljstva, organizacijsko vzdušje, vodjevo motiviranje sodelavcev, pričakovanja sodelavcev

Andreja Podržaj

Employee Satisfaction

The purpose of my study was to analyze the level of satisfaction of employees at the Dob Prison and at the Public Institute »JGZ Pohorje« Mirna. The results of my research display different levels of satisfaction among different types of employees. However, within individual groups there were not any significant differences. The responses of all participants display the highest level of satisfaction concerning working hours, co-workers, work itself and the working atmosphere. The employees were the least satisfied with their salary, their promotion possibilities, and rewards. The institution itself cannot influence the factors with which the employees are not satisfied. It can, however, suggest to the proper authorities modifications within the budget and law constraints. There are still numerous opportunities in increasing employee satisfaction, such as: creating positive changes concerning work and working environment, introducing public praise and encouragement for work well done, proper reactions when non-argumentative critiques or accusations occur, enabling the employees to educate and acquire new skills.

Keywords: satisfaction of employees, factors of satisfaction, working atmosphere, motivation of workers, expectations of workers

Kako izboljšati organiziranost poslovne logistike?

Organizacije lahko v sodobnih pogojih delovanja zagotovijo svoj obstoj (in razvoj) na temelju stalnega spreminjanja svojega delovanja ter prilagajanja potrebam in zahtevam (pomembnih) okolij. Izvajanje stalnih sprememb je ključno predvsem za tista področja poslovanja, ki so povezovalna in/ali potekajo skozi celotni poslovni proces (na primer menedžment, informatika, logistika itd.). Logistika je zato soočena z izzivom, kako svojo organiziranje in organiziranost zasnovati na način, ki bo omogočal zadovoljevanje potreb in zahtev odjemalcev in s tem zagotovila doseganja želenih ciljev poslovanja. Pri tem se organizacije soočajo vsaj z dvema dilemama. Prva je povezana s potrebno po obravnavi logistike z vidika organizacije in z vidika okolja organizacije (logistika organizacije kot del širše logistične celote – na primer kot del oskrbne in/ali vrednostne verige). Druga dilema pa je povezana s problemi organiziranja logistike kot integralnega področja delovanja organizacije, ki mora temeljiti na preoblikovanju vertikalne v horizontalno strukturo (oziroma procesno obliko organiziranosti).

Ključne besede: informacijske povezave, horizontalna organiziranost, logistika, logistična mreža, organiziranje, organiziranost, organizacija logistike

Vojko Potočan, Ph.D

How to Improve the Organization of Business Logistics?

In modern working conditions, organizations are able to assure their existence (and development) on the basis of permanent monitoring of their work and adjustment to the needs and demands of their (important) surroundings. Implementing permanent changes is especially crucial for those business fields, which connect to and/or flow through the complete business process (e.g. management, information sciences, logistics, and so forth). For this reason, logistics is confronted with the challenge on how to organize and plan an organization in such a way that would satisfy the need and demands of customers (clients) and at the same time achieving goals and targets set out by the business. Thereby, organizations deal with two dilemmas. The first is related to the need of treating logistics from the viewpoint of an organization and from the viewpoint of the organization's environment (logistics of the organization as a part of a wider logistic totality – e.g. as a part of supply and/or value chain). The second dilemma considers the problems of organizing logistics as an integral part of an organization's operations, which has to be based on the transformation from a vertical to horizontal structure (or process form of organization).

Keywords: informational connection, horizontal organization, logistics, logistical network, organizing, organization, organization of logistics, process organization

Vpliv motivatorjev in higienikov na zadovoljstvo zaposlenih

Danes smo v obdobju, ko prevladujejo informacijsko-komunikacijske tehnologije. Za podjetja so in bodo ključnega pomena informacije, znanje, inovativnost in kreativnost ter pravilen pristop vodenja posameznikov. Družba se opira na človeške vire. Človek ima pomembnejšo vlogo v produkcijski funkciji. Pomen človeškega kapitala narašča skladno z vlogo, ki jo imajo pri globalni konkurenčnosti znanje, inovativnost in obvladovanje informacij. Uspešnost posameznika pri delu pa ni odvisna samo od njegove sposobnosti, temveč tudi od motivacije. Uspešna so in bodo tista podjetja, ki imajo dovolj znanja za usmerjanje človekovih aktivnosti. Visokomotivirani delavci bodo v organizacijah pokazali večji uspeh pri delu, produktivnejši bodo, delo pa bo opravljeno bolj kakovostno. Kljub dejstvu, da je bilo na področju motivacij opravljenih že veliko raziskav, pa se številni menedžerji še ne zavedajo pomena ustreznega motiviranja zaposlenih. V članku predstavljam izsledke raziskave na temelju Herzbergove motivacijske teorije. Na izbranem vzorcu sem ugotavljal motivacijske dejavnike, ki bi jih menedžment lahko koristno uporabil za doseganje konkurenčne sposobnosti podjetja.

Ključne besede: zadovoljstvo, motivacija, motivacijski dejavnik

Srečko Prah

Affect of Motivation-Hygiene on Employee Satisfaction

Today's era is dominated by information and communication technologies. Information, knowledge, innovation, creativity as well as the correct approach to employee management, are of great importance for companies and will continue to be in the future. Society is based on human resources. The individual has a more important role in the production function. The importance of human capital is increasing in accordance with the role that knowledge, innovativeness, and the command of information play in global competitiveness. However, the work performance of an individual does not only depend on his or her capabilities, but also on his or her motivation. Companies that have sufficient knowledge to direct an individual's activities are successful and will continue to be successful. Highly motivated employees will demonstrate more success at their job, they will be more productive, and the work itself will be of higher quality. Despite the fact that much research has already been done in the field of motivation, many managers still do not realize the importance of appropriately motivating employees. In the article I have presented the results of the research that was done on the basis of Herzberg's motivational theory. Using the chosen sample, I have determined the motivational factors which could be used by management in order to reach a company's competitive capacities.

Keywords: satisfaction, motivation, motivational factor

Kritična ocena uporabnost modela CAF v upravnih enotah

Kakovost je postala ključnega pomena v poslovnem svetu. S pojmom kakovosti pa se srečuje tudi javna uprava. Vse več organov javne uprave in tudi njeni uslužbenci se zavedajo, kako pomembno je, da so javne storitve izvedene kakovostno. Pričakovanja državljanov/odjemalcev so vedno večja, zato je tudi vedno večji poudarek na kakovostnejši in državljanom prijazni in učinkoviti javni upravi. Ta lahko ocenjuje kakovost svojega poslovanja s pomočjo različnih modelov za ocenjevanje kakovosti poslovanja organizacij v javnem sektorju. Eden od teh modelov je tudi Skupni ocenjevalni okvir CAF, s katerim ocenjujejo kakovost tudi v upravnih enotah. Ključni namen modela CAF je predvsem opredelitev prednosti in pomanjkljivosti v upravnih enotah skozi 10 meril ocenjevanja ter hkrati podati predloge izboljšav. Z ocenjevanjem po modelu CAF in z realizacijo akcijskega načrta se poslovanje upravnih enot nenehno izboljšuje. Vendar se postavi vprašanje, ali lahko upravne enote dosežejo najvišjo kakovost poslovanja z ocenjevanjem kakovosti po modelu CAF. Predvideva se, da bo upravna enota, ki želi napredovati na področju kakovosti izvajanja storitev, izbrala poleg modela CAF enega od podrobnejših modelov (kot na primer poslovna odličnost ali ISO standard).

Ključne besede: kakovost, model CAF, samoocena, upravna enota, poslovna odličnost

Polona Rački

A Critical Evaluation on the Usefulness of the CAF Model in Administrative Units

Quality has become essential in business. It is also something that pertains to the area of public administration. More and more bodies of public administration and its employees are aware of how important it is to set forth quality public services. Expectations of the citizens/customers are increasing, which leads to an increasing emphasize on quality, citizen friendly and efficient public administration. Public administration can estimate the quality of its work with different models of evaluating business management. One of these models is a Common Assessment Framework (CAF), which also is used to evaluate quality in administration units. The key purpose of the CAF model is to determine the advantages and disadvantages within administration units using a ten scale measurement and at the same time to propose improvements. Assessing quality using the CAF model and implementing the action plans lead to constant improvements in public administration. But we cannot overlook the question whether administration units can reach the best quality by evaluating using the CAF model. It is expected that the administration unit that wishes to improve its quality of service will choose not only the CAF model but also one of the more detailed models (business expertise or ISO standard).

Keywords: quality, CAF model, self-evaluation, administration unit, business expertise

Mira Retelj
Splošna bolnišnica Novo mesto
Slovenija

Strategije za preseganje problemov v zdravstvu

V svojem prispevku bom predstavila pogled strokovnjakov za zdravstvo na pripravljeno resolucijo o nacionalnem planu zdravstvenega varstva 2008-2013. Ugotavljamo, da se naša zdravstvena politika odmika od evropskih vrednot in sprašujemo se ali je te negativne trende še možno zaustaviti.

Ključne besede: zdravstvo, univerzalnost, enakost, solidarnost, kakovost

Mira Retelj

Strategies for Transcending Health Care Problems

In this paper, I present the views of health care experts concerning the proposed resolution on the National Health Care Plan 2008-2013. We find that our health care policy is deviating away from European values. As such, we ask if these negative trends can be stopped.

Keywords: health care, universalism, equity, solidarity, quality

Anton Ribič
Ministrstvo za obrambo, Slovenska vojska
Slovenija

Konceptualni model razumevanja in ocenjevanja zmogljivosti tujega poslovnega okolja

Današnje globalno okolje opredeljuje njena ureditev, demokratizacija informacije, tehnologije in financ. Razvoj in dostopnost informacijske tehnologije in podatkovnih zbirk na svetovnem spletu je pripomoglo in olajšalo proučevanje posameznega interesnega okolja. Okolje je splet štirih dimenzij, ki ga je mogoče opisati z dimenzijo ekonomskih spremenljivk, spremenljivk družbenega reda ter političnega sistema, zgodovinskega spomina, narave in stanja družbe. V začetku tretjega tisočletja pri ocenjevanju tujega okolja upoštevamo ves spekter političnih, gospodarskih, socialnih in kulturnih dejstev, pa tudi kriminala in varnostne grožnje. Za razumevanje in ocenjevanje zmogljivosti tujega okolja je pomembna vzpostavitev modela demografskih, socialnih, gospodarskih, kulturnih in političnih ter prostorskih spremenljivk, ki na enostaven način omogoča razumevanje okolja in ocenjevanje razmer v določenem stanju družbe.

Ključne besede: gospodarsko okolje, družbeno okolje, ekonomska kultura, politična kultura, zmogljivost družbe, stabilnost okolja

Anton Ribič

The Conceptual Model of Understanding and Evaluating the Capabilities of Foreign Business Environments

Today's global environment is defined by its organisation and democratisation of information, technology, and finances. The development and accessibility of information technology and databases on the World Wide Web has aided and facilitated studies of specific entities. The environment is a network of four dimensions that can be described as the dimension of economic variables, variables of the social order and the political system, historical memory, and the nature and condition of society. At the beginning of the third millennium, in assessing a foreign environment we take into account the entire range of political, economic, social, and cultural facts, including crime and security threats. To understand and evaluate the capabilities of a foreign environment, it is important to establish a model of demographic, social, economic, cultural, political, and spatial variables that allows for simple understanding of the environment and evaluation of circumstances for a society's precise state of condition.

Keywords: economic environment, social environment, economic culture, political culture, capabilities of society, environment stability

Mateja Robek Zaletelj
Občina Škocjan
Slovenija

Vpliv tretje razvojne osi na strateško pozicioniranje jugovzhodne regije Slovenije

Strateško pozicioniranje regije je v marsičem odvisno od trenutnih danosti ter predvsem razvojnih usmeritev v prihodnosti, del katerih je tudi tretja razvojna os Slovenije. Ta poleg prometnega koridorja pomembno vpliva tudi na gospodarske, politične, demografske ter družbene dejavnike. Članek poskuša prikazati vliv tretje razvojne osi na razvojne možnosti jugovzhodne regije Slovenije, ki je po površini največja med 12-timi razvojnimi regijami v Sloveniji in obsega geografsko območje Dolenjske, Bele krajine in Kočevsko-ribniškega. Prikazan je pomen strateškega planiranja te regije ob upoštevanju posameznih regionalnih razvojnih programov. Ti opredeljujejo razvojne prednosti regije, določajo razvojne prioritete in vsebujejo programe, ukrepe in cilje spodbujanja razvoja v regiji. Članek predstavi ključne zahteve pri strateškem odločanju, obstoječe prakse ter nakaže priložnosti v državnem in hkrati evropskem prostoru.

Ključne besede: tretja razvojna os, strateško pozicioniranje, regionalni razvojni program, jugovzhodna regija

Mateja Robek Zaletelj

Influence of the Third Development Axis on the Strategic Positioning of Southeastern Region of Slovenia

Strategic positioning of regions depends strongly on the actual state as well as on the future development. One of these, is the third development axis of Slovenia. The axis represents the transport corridor and importantly influences political, economical, demographic, and social factors. This article describes the interaction between the planned third development axis and the southeastern region of Slovenia, which is one of the largest Slovenian regions and geographically includes part of Dolenjska (Lower Carniola), Bela krajina (White Carniola), and Kočevje-Ribnica. Strategic planning is shown to be of significant importance whilst considering individual regional developmental programs. These delineate developmental advantages of the region and include programs, preventive measures, and objectives in encouraging regional development. The paper presents key strategic decision factors, available practices, and identifies future opportunities at the state level and within the European area.

Keywords: third development axis, strategic positioning, regional development program, southeastern region

Vpliv globalizacije na zaposlovanje in plače

Globalizacijo lahko pojmuje kot povezovanje med različnimi ekonomskimi subjekti v različnih delih sveta. Globalne povezave in pretoki blaga, ljudi, kapitala, idej, informacij in drugega predstavljajo materialno povezavo med skupnostmi, gospodarstvi in regijami po svetu. Kako globalizacija vpliva na zaposlovanje in plače? Ker ni enotnega odgovora na to vprašanje, ne preseneča dejstvo, da je razprava o vplivu globalizacije na zaposlovanje in plače v središču pozornosti globalizacijskih razprav. Kritiki globalizacije trdijo, da je ta privedla do ukinjanja delovnih mest in zniževanja plač, predvsem v razvitih državah. Gre predvsem za delovna mesta, na katerih je bila zaposlovana neizobražena delovna sila. V razvitih državah so zaradi selitve proizvodnje v manj razvite države sicer ukinjali delovna mesta v industrijskih panogah, po drugi strani pa so zaradi širitve storitvenega sektorja odpirali nova delovna mesta. Zaradi uporabe nove tehnologije odpirajo nova, zahtevnejša delovna mesta, ki so tudi bolje plačana. Po drugi strani pa so plače v manj razvitih državah nizke, ker je tudi produktivnost nižja. Dejstvo je, da globalizacija ustvarja delovna mesta, po drugi strani jih tudi ukinja, dviga plače enih in znižuje drugih.

Ključne besede: globalizacija, zaposlovanje, delovna mesta, plače

Slobodanka Rosić

The Impact of Globalization on Employment and Wages

Globalization can be understood as a connection between different economic subjects in different parts of the world. Global connections and flow of goods, people, capital, ideas, information, and other similar items present a material connection among communities, economies, and regions around the world. How much influence does globalization have on employment and salaries? There is no unique answer to that question. Therefore, it is not surprising that the debate on the influence of globalization on employment and salaries is in the centre of globalization debates. Critics of globalization argue that globalization leads towards job losses and lower wages, especially in developed countries. More precisely, these terminated jobs posts were for workers who have lower levels of education. Production migrations from developed to underdeveloped countries lead to the termination of industry jobs, but, on the other hand, due to expansions of the service sector, new jobs were being created. Use of new technology also creates new hi-tech jobs with better salaries. Conversely, salaries in underdeveloped countries are lower because of lower productivity. The fact is that globalization creates new jobs then again it abolishes them, increases wages for certain workers and lowers them for others.

Keywords: globalization, employment, jobs, salaries

Plačna politika

Plačna politika je bila v Sloveniji v zadnjih desetih letih del nacionalnega konsenza tako politike kot tudi socialnih partnerjev. Podpirala je temeljne cilje ekonomske politike, torej zniževanje inflacije, povečevanje izvozne konkurenčnosti in zaposlenosti. Edini cilj je bil vstop v Evropsko unijo (EU) ter Evropsko monetarno unijo. Zaradi izgube nacionalne monetarne politike je politika plač postala pomemben element makroekonomske politike predvsem ob dejstvu, da izvozne konkurenčnosti ne moremo več popravljati z nacionalno denarno politiko. Zaradi izredno ugodnih gospodarskih razmer v letu 2007, ki se odražajo tudi na področju brezposelnosti (mednarodno primerljiva anketna stopnja je še vedno nižja od povprečja EU) in nadaljevanjem tega trenda tudi v letu 2008, smo na Zvezi svobodnih sindikatov postavili zahtevo, da se plačna politika uredi tako, da se ob upoštevanju rasti plač iz naslova celotne inflacije delno upošteva tudi rast plač iz naslova produktivnosti, kar je ustaljena praksa tudi v drugih državah EU.

Ključne besede: plačna politika, inflacija, produktivnost, nacionalna denarna politika, sindikati, brezposelnost

Ladislav Rožič

Wage Policy

For the past ten years, the Slovenian wage policy has been subject to national consensus, both in politics and among social partners. It supported the fundamental goals of economic policy, specifically to reduce inflation and to increase export competitiveness and employment. Its only objective was the accession to the European Union and to the European Monetary Union. After the loss of the national monetary policy, the wage policy became an important element of macroeconomic policy, especially since export competitiveness can no longer be rectified on the basis of national monetary policy measures. Due to very favourable economic conditions in 2007, which can be also seen in lower unemployment (internationally comparable unemployment rate according to the labour force survey is still lower than the EU average) and continuation of this trend also in 2008, the proposal to regulate the wage policy was presented by trade unions in 2007. They are demanding to harmonise wage growth rate with the total inflation rate and from productivity, which also is common practice in other EU countries.

Keywords: wage policy, inflation, productivity, national monetary policy, trade unions, unemployment rate

Tanja Rus
Odvetnik Jurij Dolžan, Ljubljana
Slovenija

Vpliv zadovoljstva potrošnikov na kakovost storitev ponudnikov

Spremljanje in zagotavljanje kupčevega zadovoljstva je neprekinjena in spreminjajoča se aktivnost podjetja. Kakovost, kot vzrok za nastanek zadovoljstva z določeno storitvijo in posledica pričakovanih porabnikov, je skupek med seboj povezanih aktivnosti, ki s svojim delovanjem zadovoljijo izražene in pričakovane potrebe uporabnikov. Vzpostavitev in vzdrževanje učinkovitega sistema menedžmenta kakovosti ter poslovne odličnosti postaja osrednji koncept politike podjetij, saj globalizacija sili k izboljšanju konkurenčne sposobnosti, to pa terja trženjsko naravnost podjetij, da znajo in so sposobna prisluhniti željam in potrebam trga. Želje in pričakovanja ljudi so različna, zato ni možno postaviti standarda kakovosti, lahko pa s pomočjo raziskav preverimo pričakovano raven kakovosti storitve pri porabnikih.

Ključne besede: kakovost, storitev, zadovoljstvo, globalizacija, raziskava

Tanja Rus

Consumer Satisfaction and the Service Quality of Providers

Becoming acquainted with buyers' needs and ensuring their satisfaction is continuous and ever changing activities of a company. Quality, as the reason for the rise of satisfaction with a certain service as well as the consequence of consumers' expectations, is a sum of interlinked activities, which, through their implementation, meet the expressed and anticipated consumers' needs. Establishing and maintaining an effective system of quality management and of business excellence are becoming the central concept of a company's business policy. Namely because globalization forces one towards improvement of competitive ability and this demands a market-oriented company that has the capability and the willingness to listen to the wants and needs of the market. People have different wants and needs, therefore it is not possible to set rigid quality standards; what can be done is to conduct research studies and verify with the consumers on their expected level of a service quality.

Keywords: quality, service, satisfaction, globalization, research

Motivacija na podlagi postavljanja ciljev v občinski upravi

Motivacija je pomembna za uspešno delovanje ljudi, organizacijskih enot in organizacije kot celote. Motivacija ljudi na podlagi določanja ciljev ima v sodobni družbi vedno večjo težo. Narašča pomen tistih motivacijskih dejavnikov, ki jih je mogoče razvijati skozi različne oblike organizacijske participacije zaposlenih in eden izmed njih je tudi identifikacija s cilji organizacije. Motiviranje zaposlenih s cilji organizacije vpliva na njihovo vedenje in s tem uspešnost pri delu. Če so zaposleni seznanjeni s cilji, ki so težko dosegljivi, a kljub temu realni, jih to lahko spodbudi k večjim naporom za uresničitev ciljev. Če so cilji jasno določeni in operacionalizirani, lahko zaposleni bolje razumejo svoje naloge in ob njihovi realizaciji ugotavljajo svojo uspešnost, kar jim daje spodbudo za boljše delo. Motiviranje zaposlenih s cilji se lahko v občinskih upravah realizira tudi z letnimi pogovori. Vodje organizacijskih enot bi morali biti dovolj strokovno usposobljeni in imeti zadostno avtonomijo, da bi usmeritve in izzive politike znali ustrezno preoblikovati tako, da bi jih zaposleni razumeli, se lahko z njimi identificirali in jih lahko tudi uresnili. Vodja organizacijske enote mora biti sposoben cilje celotne organizacije in organizacijske enote približati zaposlenim. Šele na podlagi operacionaliziranih ciljev lahko občinska uprava doseže učinkovito in uspešno delo.

Ključne besede: motivacija, občinska uprava, stres, letni pogovor, postavljanje ciljev

Dragica Sagadin Leskovar

Motivation Based on Setting Goals within Municipal Administration

Motivation is an important factor for the successful functioning of people, organizational units, and the organization as a whole. Motivating people based on setting goals has an increasing importance in modern society. The importance of motivation factors that can be developed through different forms of organizational participation of employees is increasing. One of these factors is the identification with the goals of the organization. Motivating employees with the goals of the organization influences their behaviour and consequently their successfulness at work. If employees are familiar with the hard to reach, but realistic goals, this can encourage them to put greater effort in their work to achieve those goals. If the goals are clearly set and operationalized, employees can understand their tasks better and establish their successfulness when realizing the goals, which is an encouragement for better work. Motivating employees with goals in municipal administration can also be realized with annual interviews. Heads of administrative units should be highly educated and have sufficient autonomy to be able to suitably shape directions and challenges of the politics in a way for employees to understand them, to be able to identify with them, and also to realize them. The head of the organizational unit must be capable of bringing the goals of the entire organization or organizational unit closer to the employees. The municipal administration can perform its work efficiently and successfully only if it is based on operationalized goals.

Keywords: motivation, municipal administration, stress, annual interview, setting goals

Ana Schweiger
Livar, d.d.
Slovenija

Organizacijsko vzdušje v podjetju

V strokovnem članku sem predstavila nekaj teoretičnih osnov, kaj sploh je organizacijsko vzdušje in kako je definirano. Opredelila sem tudi pomen njegovih bistvenih sestavin (dimenzije ter vpliv vzdušja na ustvarjalnost ter inovativnost). V empiričnem delu sem zajela način merjenja organizacijskega vzdušja (kako ga lahko merimo in spremljamo), kjer sem s pomočjo opravljenega projekta raziskovanja in spremljanja predstavila njegovo merjenje ter analizo pridobljenih rezultatov merjenja organizacijskega vzdušja v konkretnem podjetju.

Metodo dela, ki sem jo uporabila v prvem delu strokovnega članka, temelji na pregledu obstoječe strokovne literature in člankov s področja organizacijskega vzdušja. Uporabila sem metodo dokumentiranja, deskripcije ter komparativno metodo, kjer so primerjane različne opredelitve posameznih avtorjev. V drugem delu pa sem na podlagi že zbranih podatkov (opravljena raziskava po vprašalniku SiOK, ki so jo opravili v podjetju SONČEK, d.d.) analizirala organizacijsko vzdušje družbe SONČEK, d.d.

Ključne besede: organizacijsko vzdušje, dimenzije vzdušja, vpliv vzdušja na ustvarjalnost in inovativnost, merjenje vzdušja, SiOK

Ana Schweiger

A Company's Organization Climate

This article introduces several theoretical bases for defining organization climate as well as its fundamental components (i.e. climate dimensions and climate influence on creativity and innovation). The empirical part of the article includes the method for assessing organization climate (i.e. how a climate can be measured and monitored). Due to the aim of the research project, the empirical part introduces climate assessment and the analysis of results gathered from data of a specific company. The method of work used in the first part of the article is based on reviewing the existing literature and articles on the subject of organization climate. I used the method of documentation and description and comparison to parallel different definitions of individual authors. The second part of the article analyses the organization climate of the company SONČEK d.d. The analysis is based on the data acquired following the SiOK questionnaire that was carried out in the SONČEK d.d. company.

Keywords: organization climate, climate dimensions, climate influence on creativity and innovation, climate assessment, SiOK

Denise Senečič
DURS, DU Ljubljana
Slovenija

Intelektualna lastnina v pogojih globalizacije

Globalizacija postavlja tudi državne in javne sisteme v državah znotraj Evropske unije (EU) v povsem novo vlogo, ki se ji morajo prilagoditi. Z lizbonsko strategijo je EU pred osmimi leti začrtala svojo strategijo, s katero naj bi njeno gospodarstvo do leta 2010 postalo na znanju temelječe ter najbolj dinamično in najkonkurenčnejše. Pomemben element te strategije pa je tudi izboljšanje načina obravnave pravic intelektualne lastnine, saj so povezane z inovacijami, ki pomembno prispevajo h konkurenčnosti gospodarstva. Številne zainteresirane strani sicer podpirajo patent EU kot model, ki bo prinesel največ dodane vrednosti, vendar po drugi strani kritizirajo skupni politični pristop Sveta EU tako zaradi stroškov prevajanja kot tudi zaradi pretirane centralizacije predlaganega sodnega sistema. To je ena izmed priložnosti, da se Slovenija z izkušnjami Urada RS za intelektualno lastnino izkaže v času svojega predsedovanja Svetu EU. Raziskava, ki sem jo opravila o kakovosti storitev Urada RS za intelektualno lastnino v obdobju januar - december 2007, je potrdila mojo hipotezo o visoki kakovosti storitev, saj so po podatkih Barometra kakovosti odjemalci kakovost storitev ocenili z oceno prav dobro (4).

Ključne besede: globalizacija, lizbonska strategija, intelektualna lastnina, Urad RS za intelektualno lastnino, Barometer kakovosti

Denise Senečič

Intellectual Property in Terms of Globalization

The process of globalization has set the state and public systems of the European Union Member States to a completely different role to which they will have to adjust. Eight years ago the European Union laid out the Lisbon strategy with goals of turning the European Union into the most competitive and dynamic knowledge based economy in the world by 2010. An important element of this strategy is its aim to improve the manner of proceeding intellectual property rights as these are related to innovation, which in turn contributes importantly to the competitiveness of an economy. Many interested parties favour the patent of the community as a model, which would bring the most added values. Conversely, it is criticized for the common political approach of the EU Council because of the translation costs and excessive centralization of the suggested legal system. This is an opportunity for Slovenia and Slovenian Intellectual Property Office to prove themselves successful during the EU Council presidency. My survey on the service quality of Slovenian Intellectual Property Office during January to December of 2007 confirmed my hypothesis regarding high quality of its services. According to the barometer of quality, the users rated its services as very good (mark 4).

Keywords: globalization, Lisbon strategy, intellectual property, Slovenian Intellectual Property Office, barometer of quality

Kapital v bilanci stanja, opredelitev in merila intelektualnega kapitala v gospodarski družbi CČN Domžale

Prednost pri doseganju konkurenčnosti je učinkovita uporaba znanja in višanje inovacijskega potenciala. Sistematično posredovanje informacij o neotipljivih sredstvih kupcem, partnerjem, investitorjem in družbi je ključni dejavnik uspeha. To pomeni, da je upravljanje lastnega intelektualnega kapitala v razvojno usmerjenih podjetjih vse pomembnejše. Tradicionalni instrumenti nadzora poročanja niso več zadostni, saj med drugim ne upoštevajo specifičnega znanja in izkušenj. Bilanca intelektualnega kapitala (v angl. Intellectuual Capital Statement – ICS) predstavlja orodje za oceno, poročanje in razvoj intelektualnega kapitala podjetja. K letnemu poročilu dodano poročilo intelektualnega kapitala pomeni kvantificiranje ekonomske vrednosti ljudi in prava informacija vrednosti podjetja ter vodilo za bodoče upravljanje in finančne odločitve. Zato zaposlene obravnavamo kot premoženje podjetja in ne zgolj kot strošek, kar je značilno za tradicionalno računovodsko poročanje. Lizbonska strategija stavi na človeški kapital, ugotovljeno je, da moramo narediti razvojni preboj. Za tak preboj pa je fizičnega kapitala premalo.

Ključne besede: bilanca stanja in kapital družbe, intelektualni kapital, človeški kapital, strukturni kapital, menedžment, gospodarska rast, gospodarski razvoj, stroški kakovosti

Dragica Sevšek

Balance Sheet Capital, Definition and Standards of Intellectual Capital in the Company CČN Domžale

The efficient utilization of knowledge and the increase of innovation potential are advantages in striving towards higher competitiveness. A key factor for success is the systematic distribution of information on intangible resources to buyers, partners, investors, and companies. This means that managing one's own intellectual capital in development-oriented companies is gaining importance. Traditional instruments of information monitoring are no longer sufficient, because they do not account for specialized knowledge and experience. The Intellectual Capital Statement demonstrates to be a very effective tool for the evaluation and dispersing of information and development of intellectual capital in a company. Adding to the yearly statement a report on intellectual capital quantifies the economic value of people and serves as true information of a company's value. Moreover, it provides a guideline for future management and financial decisions. For this reason, employees are considered an asset to the company and not merely as an expense; a viewpoint many times adopted in traditional accounting reports. The Lisbon strategy emphasizes human capital and it has been determined that a development breakthrough is in order. However, the numbers of physical capital are far too low to achieve such a breakthrough. Therefore, knowledge must be used in its proper and proprietary form. Intellectual capital is a category, which is yet unseen that is to say unrevealed, among the resources of a classic balance sheet.

Keywords: balance sheet and company's capital, intellectual capital, human capital, structural capital, management, economic growth, economic development, quality expense

Simona Slapnik Pavlič
Upravna enota Novo mesto
Slovenija

Kakovost v Upravni enoti Novo mesto

Ker pričakovanja državljanov postajajo vse večja, hkrati pa se pojavlja zahteva po učinkovitejšem, hitrejšem, uporabniku bližjem opravljanju javnih storitev in hkrati smotrnejši uporabi proračunskih sredstev, smo se tudi v državni upravi začeli zavedati, da je kakovost ena najpomembnejših sestavin za uspešno poslovanje. Spremembam zahtev okolja se je potrebno torej hitro prilagajati in jih sprejemati, kar je edino zagotovilo za razvoj. V gospodarstvu se je tako razvilo že veliko modelov kakovosti, s katerimi lahko izboljšamo svojo kakovost in jih je mogoče prirediti tudi na področje uprave. V upravi so najbolj uporabljeni naslednji modeli kakovosti: standard ISO 9001:2000, model CAF in model odličnosti EFQM, s katerimi so se na Upravni enoti Novo mesto že seznanili in jih tudi uporabili.

Ključne besede: kakovost, javna uprava, modeli obvladovanja kakovosti, model CAF, model odličnosti EFQM

Simona Slapnik Pavlič

Quality in the Administrative Unit Novo mesto

With the rising expectations of our citizens, accompanied by the requirement for efficient, faster, and pleasant public services in addition to rationalized use of budget resources; the public administration acknowledges that the quality of public services is one of the most important factors for development and successful operation. The fast-paced changes in our environment require modifications within public administration, that is to say, this is the only assurance for development. There are many models on improving quality, namely developed for the private sector that can be modified for public administration as well. The most used models are: Standard ISO 9001:2000, Common Assessment Framework-CAF and Excellence Model EFQM, which are all known and used in Administrative Unit Novo mesto.

Keywords: quality, public administration, models of quality management, Common Assessment Framework, Excellence Model EFQM

Helena Slobodnik
DURS, DU Novo mesto
Slovenija

Primerjava položaja žensk na vodilnih delovnih mestih v Sloveniji in evropski uniji

Enaka obravnava žensk in moških ter načelo enakih možnosti predstavljata temeljni načeli pravnega reda EU, prav tako pa tudi Slovenije, kot ene izmed članic EU. Članek povzema primerjalno analizo položaja žensk na vodilnih delovnih mestih v gospodarstvu in politiki v Sloveniji in Evropski uniji (EU). Rezultati kažejo, da je v letu 2005 v vseh državah članicah EU-27 opravljal funkcijo managerja veliko višji delež moških kot žensk. To velja tudi za Slovenijo, čeprav se ta primerjalno uvršča med članice z višjim deležem žensk na vodilnih položajih. Neuravnotežena udeležba moških in žensk je še izrazitejša v politiki, kjer so vodilne funkcije, z redkimi izjemami, še vedno domena moških. Iz tega lahko sklepamo, da kljub predpisom še vedno obstaja t. i. stekleni strop, ki preprečuje ženskam, da bi dosegle višje vodstvene položaje, s čimer se v praksi potrjuje obstoj družbene in gospodarske spolne neenakosti.

Ključne besede: ženske, management, Evropska unija (EU), stekleni strop, diskriminacija, pravni predpisi

Helena Slobodnik

A Comparative Analysis of the Status of Women in Management Posts in Slovenia and in the European Union

The principle of equal treatment of women and men and the principle of equal opportunities represent the fundamental principles of *acquis communautaire* and also of legislation in Slovenia as one of the EU member states. The article summarises a comparative analysis of the status of women in management posts in business and politics both in Slovenia and the European Union (EU). Results indicate that in 2005 the function of a manager was performed by a far greater share of men than women in all EU-27 member states. This also applies to Slovenia, although comparatively among Member States it is placed with a higher share of women in management positions. Imbalance in men and women's participation is even more visible in politics, where with few exceptions the management functions are still in the hands of men. On the basis of this, it can be concluded that despite regulations there is still the so-called glass ceiling preventing women to attain higher management positions, which in practice confirms the existence of social and economic inequality of genders.

Keywords: women, management, European Union (EU), glass ceiling, discrimination, legal regulation

Organizacijsko vzdušje v podjetju kot konkurenčna prednost v globalnem okolju

Na globalnem trgu so podjetja izpostavljena čedalje močnejši konkurenci. Uspe lahko podjetje, ki čim boljše zadovolji kupce s kakovostnim izdelkom ali storitvijo in primerno ceno. Ker je veliko podjetij, ki nastopajo na trgu precej izenačenih in dosegajo standarde zadovoljive, povprečne kakovosti pri svojih izdelkih ali storitvah, se postavlja vprašanje, kako naj ravna podjetje, da se iz povprečne ravni dvigne na višjo kakovostno raven. Doseči mora pogoje za novo dodano vrednost, ki pa jo lahko doseže le ob aktivnem sodelovanju dobro usposobljenih in motiviranih zaposlenih. Stanje zadovoljstva in motiviranosti zaposlenih v podjetju lahko merimo z organizacijskim vzdušjem, ki pokaže, kako trdo in zavzeto so zaposleni pripravljeni delati, kako zadovoljni so pri delu, kdo je zaslužen za kaj, kako in koga upravičeno ali neupravičeno nagrajujejo ali kaznujejo. Da bi ugotovili, kakšno je vzdušje v slovenskih podjetjih, že nekaj let poteka projekt SiOK, ki ga meri Gospodarska zbornica Slovenije. Odgovori na vprašanji, kako zaposleni doživljajo organizacijo v celoti in kakšna je stopnja njihovega zadovoljstva z delom, nam pokažejo, kako obravnavamo zaposlene v podjetju, ne le zato, da bi imeli uspešne in zadovoljne zaposlene, ampak, da bi v splošnem bolje in uspešno poslovali.

Ključne besede: globalizacija, zaposleni, organizacijsko vzdušje, SiOK, doseganje uspešnosti

Vladimir Stanić

A Company's Organisational Atmosphere Being Advantageous Against Global Competitors

Nowadays, companies are increasingly exposed to stiff competition on the global market. Only a company that finds a way to satisfy the end-user with good quality products and/or service for a reasonable price can be successful. Because there are many companies on the market that are pretty much equal that achieve satisfying standards and comparable quality of their products and/or services, we cannot avoid the question on what a company should do to achieve better results and gain a higher quality level. It has to achieve the conditions for a new added value. This can be achieved through active cooperation among trained and motivated employees. Satisfied employees that are loyal to the company are a key factor for a company. With their cooperation we can achieve better results and step out from the average. Employee satisfaction and motivation can be measured using an organization's business climate, which shows how hard people are prepared to work, how satisfied they are with their work and who is justifiably or nonjustifiably rewarded or punished. For several years, company's' climate has been measured through a special project entitled SiOK, conducted by the Chamber of Commerce and Industry of Slovenia. Responses on employees overall experience of the organisation and the range of their satisfaction with work show us how well we treat them. The goal is not only to have satisfied employees, but to join forces and together achieve better and successful results.

Keywords: globalization, employees, organisational atmosphere, SiOK, Success

Svetovalno delo pri zaposlovanju kadrov iz drugih etničnih skupin

Vsak tujec iz prvotnega socialnega in kulturnega prostora prinese s seboj svojo vero in kulturo, ki jo prenaša tudi na svoje potomce. Naučiti se mora vzpostaviti most med njim – priseljencem in v nekem prostoru že živečimi skupnostmi. Pri tem mu lahko pomagamo z državno regulativo in civilnimi pobudami, tako da ustvarimo primerne pogoje za širok konsenz sodelovanja med ljudmi različnih skupin: postaviti skupne temeljne vrednote, vzpostaviti komunikacijo sporazumevanja, omogočiti participacijo v vseh segmentih institucionalizacije družbe. Ravno zato se kažejo potrebe po svetovalnem delu pri zaposlovanju odraslih iz tujih dežel in povečujejo njegov pomen. Dotika se različnih področij svetovalne pomoči posamezniku – od izobraževanja, učenja, dela, poklica ter poklicne poti ali poklicne oziroma delovne kariere posameznika in osebnosti ter osebne življenjske poti ali osebne kariere. Prizadevati si moramo za vključevanje manjšinskih skupin v procese zaposlovanja in dela in jim tako omogočiti kar najboljši razvoj njihovih potencialov.

Ključne besede: migracija, etnične manjšine, svetovalno delo, zaposlovanje, medkulturna socializacija

Jasmina Starc, M. Sc.

The Role of Counselling with Ethnic Minority Employment

Each foreigner brings with them, from their original social and cultural spheres, their religion and cultures that they then pass on to their children. The foreigner has to create a bridge between himself, the immigrant, and the existing community. State regulations and civil initiatives can assist him in these endeavours. More specifically, appropriate conditions are created for a wide consensus of collaboration among people from different groups; creating common basic values, establishing communication for mutual understanding, and enabling participation in all segments of institutionalised society. These are the reasons that point to the growing awareness and necessity of employment counselling for foreign adults. Counselling suggests various areas of support offered to an individual: education, study and work, occupational, professional, vocational, and or working career of the individual as well as personality or, in other words, their personal career paths. We have to strive to include minority groups in the employment processes and in this way enable them to develop their full potential. Counselling work in culturally pluralistic conditions is a process of providing assistance with the goal of also developing their personal, social, educational, and professional profiles.

Keywords: migration, ethnic minority, counselling, employment, intercultural socialisation

Marko Starc
Cestno in gradbeno podjetje, d.d., Novo mesto
Slovenija

Pravna ureditev zaposlovanja in dela tujcev po vstopu Slovenije v Evropsko unijo

Z razvojem tržnega gospodarstva se pojavljajo potrebe trga po kadrih z bolj specifičnimi znanji in veščinami ter tudi po večji prožnosti odnosa delavec-delodajalec. To predvsem pomeni, da se pojavljajo potrebe po kadrih z zelo specifičnimi znanji in da se pojavljajo nove oblike zaposlovanja in dela: zaposlovanje za določen čas, s krajšim delovnim časom, opravljanje dela na domu, preko agencij, ki zagotavljajo delo delavcev drugim uporabnikom, ter tudi opravljanje dela na podlagi civilnopravnih pogodb. Trg dela se je po vstopu Slovenije v Evropsko unijo (EU) razširil, vendar se pričakovanja o prilivu delavcev iz dežel EU niso uresničila. Ker v Sloveniji določenih profilov kadrov primanjkuje na splošno oziroma jih potrebujemo tudi za posamezna sezonska dela, podjetja najemajo tudi tujce. Z besedo tujec označujemo osebo, ki nima slovenskega državljanstva. Če je oseba državljan EU, ne potrebuje delovnega dovoljenja za zaposlitev v Sloveniji, medtem ko si mora tujec, ki prihaja iz tretjih držav, pridobiti delovno dovoljenje. To je dokument, s katerim slovenski ali tuji delodajalec sklene pogodbo o zaposlitvi, o delu ali opravlja drugo delo s tujcem v skladu z določbami Zakona o zaposlovanju in delu tujcev.

Ključne besede: zaposlovanje, delodajalec, delavec, pogodba o zaposlitvi, tujec, delovno dovoljenje, zakon o zaposlovanju tujcev

Marko Starc

The Regulatory Process of Employing Foreigners after Slovenia's Entrance into the EU

With the development of a market economy, there is a need for a workforce with specialized knowledge and skills as well as the need for a more flexible relationship between the employer-employee. This mostly means that there is a need for a workforce with very specialized knowledges. New forms of employment are becoming evident: part time, at home employment, contractual jobs, temporary employment agencies and so forth. After Slovenian's entrance in the European Union the labour market expanded; however the anticipated influx of migration workers from EU countries has not yet been realized. Because there is a deficit of specific profiles of workers in general and a need for seasonal workers, companies have been hiring foreigners. The term foreigner or alien is defined as a person, who does not have a Slovenian citizenship. If the person is a citizen of the EU he does not need a working permit for employment in Slovenia, but foreigners from other non-EU countries need to obtain a working permit.

Keywords: employment, employer, employee, employment contract, foreigners, working permit, Employment of Aliens Act

Motivacija v kriminalistični policiji

Globalizacija v sodobni čas prinaša tudi odgovornost za učinkovitost javne uprave kot glavnega ponudnika javnih storitev. Varnost premoženja in ljudi je ključnega pomena za rast gospodarstva, ki pa jo v državah EU in tako tudi v Sloveniji zagotavljamo predvsem s strani policije. Velik poudarek pripisujemo v skupnost usmerjenemu policijskemu delu. Med ljudmi velja prepričanje, da policijsko delo ni etično in moralno. Policijsko delo zajema nadzorovanje, interveniranje, preprečevanje zla, nujne akcije, iskanje storilcev kaznivih dejanj, ukrepanje, skratka dejavnosti, ki jih morajo policisti izvesti takoj, ko se je zgodilo kaj neetičnega. Za namene odkrivanja in preprečevanja vseh oblik kriminala je s strani policije oblikovana kriminalistična policija. Problem v javni upravi je pomanjkanje motivacije pri zaposlenih oziroma neustreznost odnos nadrejenih do zaposlenih. Odzivi zaposlenih v kriminalistični policiji na dejavnike zadovoljstva ali motivatorje in dejavnike nezadovoljstva ali higienike so različni. Številne raziskave kažejo, da je zadovoljstvo kriminalistov odvisno predvsem od sistema nagrajevanja, napredovanja in odnosa njihovih nadrejenih.

Ključne besede: policijsko delo, kriminalistična policija, motivacija, zadovoljstvo pri delu, vodilno osebje

Suzana Stare

Motivation in the Criminal Police Force

Globalization in today's world brings forth accountability towards efficient public administration, who is the main supplier of public services. Safety of people and property is of crucial importance for the growth of industry. Within the Member States of the European Union as well as in Slovenia, the service of protection is mostly provided by the police. People believe that police work is unethical and immoral. Police work involves supervision, intervention, prevention of harm, urgent actions, finding criminals, and taking action. In a word, these are all activities that must be done the moment something unethical occurs. For the purposes of uncovering and preventing all types of criminal forms, the police created the criminal police force. Problems within public administration lie in the lack of employee motivation or an inappropriate relationship among employers and employees. Individuals employed in the criminal police unit, respond to factors of satisfaction or discontentment differently. Numerous research findings show that the satisfaction of criminalists depends mainly on the system of rewards and promotions and in the relationship with their employers.

Keywords: police work, criminal police, motivation, satisfaction at work, staff in charge

Dr. Zlatko Stefanovic
Univerza Union Beograd, Pravna fakulteta
Srbija

Odpornost prava družb proti izzivom globalizacije

Predmet razprave v tem članku je pravo družb v globaliziranem okolju. Pravo družb je znano na področju gospodarstva, t.j. trgovine. Čeprav se je proces globalizacije začel in dosegel najvišji nivo le v gospodarstvu, mu pravo družb ni sledilo na podoben način, kar odraža njegovo znatno neodvisnost. Članek skuša analizirati možne razloge za to, da je pravo družb ostalo neodvisno tudi v Evropski Uniji. Natančneje, kljub temu, da je preteklo več kot pol stoletja, je v Evropski Uniji le nekaj skupnih modelov družb. Analiza se osredotoča na bistvena vprašanja v zvezi s pravom družb, kot so pravna oseba v različnih državah, državljanstvo, pravna sposobnost, notranji odnosi, upravljanje in delovno pravo. Članek skuša napovedati morebitne prihodnje vplive globalizacije na pravo družb in možen ukrep pri spopadanju z globalizacijo na tem področju. Članek ne razpravlja o tem, ali je globalizacija pozitiven ali negativen pojav, temveč o metodoloških in sistematičnih vprašanjih.

Ključne besede: pravo družb, globalizacija, uskladitev

Zlatko Stefanovic, Ph. D.

Resistance of Company Law to Globalization Challenges

The paper deals with the issue of company law in a globalized environment. Company law is familiar within economy, i.e. commerce. Although the globalization process started and reached the highest level only in economy, company law did not follow in a similar manner which reflects its significant independence. The paper tries to analyze the possible reasons that company law remained independent even in the European Union. More precisely, despite the elapsed time of more than a half a century, there are only a few mutual forms of companies within the European Union. The analysis focuses on the main issues of company law, which is legal personality in different countries, nationality, legal capacity, internal relationships, management, and labour law. Especially interesting is the remark that the main impulse toward the globalization in company law came from the legal system of common law in the form of a transnational law. Nowadays, the main stream flows not at the level of personal rights or state law, but at the level of "collective" law. Acting from a mid-point, the globalization process devastates the banks consisted of state sovereignty and personal rights. The paper tries to predict the possible future impact of globalization onto company law and the possible approach to issues of globalization in this area. The paper does not discuss the issue of whether globalization is a positive or negative phenomenon, but rather the methodological and systematic issues.

Keywords: company law, globalization, harmonization

Vpliv novih davčnih reform na obdavčitev fizičnih oseb

Glavni cilj pri pripravi novega zakona je bil znižanje progresivne dohodninske lestvice in s tem razbremenitev davčnih zavezancev, predvsem tistih v višjih davčnih razredih. S tem je prišlo do spremembe lestvice za dohodnino, iz petih davčnih razredov se je zmanjšala na tri. Znižale so se najvišje stopnje, medtem ko se najnižja stopnja ni spremenila. Kljub temu je še vedno previsoka progresivnost, ki destimulira prejemnike visokih dohodkov, da bi si prizadevali za višje dohodke. Višji dohodki so ponavadi plod večje produktivnosti in učinkovitosti, večjih prizadevanj in uspešnosti, zato lahko progresivnost deluje destimulativno. Zaradi progresivne obdavčitve in odbitkov olajšav od obdavčljive osnove pomenijo olajšave večjo korist za zavezanca z višjimi dohodki in manjšo korist za zavezanca z nižjimi dohodki. V primeru, da bi bile olajšave kot znižanje davka, bi bile za vse davčne zavezanca enake. Na osnovi izračuna je bilo ugotovljeno, da bi pri tem imeli največjo korist zavezanci v najnižjem dohodninskem razredu. Poenostavitev in preglednost davčnega sistema ter odpravo progresivnosti v obdavčenju bi bilo možno doseči z uvedbo enotne davčne stopnje. Ena davčna stopnja ima pozitiven učinek na odločitve, ker je vnaprej znano, kolikšna bo dokončna davčna obremenitev. V tem primeru bi prišlo do večje učinkovitosti davčnega sistema.

Ključne besede: dohodnina, davčna reforma, davčna stopnja, progresivna davčna stopnja

Marinka Strašek

The Consequences of the New Tax Reform on Taxing Natural Persons

The main goal in preparing a new law was to lower the progressive tax scale and to disburden taxpayers in higher tax ranks. The tax scale was simultaneously lowered from five to three tax ranks. The highest rates have been lowered but the lowest rank remained the same. Even so, progressiveness still remains too high, which destimulates receivers of higher incomes to strive for higher incomes. Higher income is usually a result of higher productivity, efficiency, efforts and success and for these reasons progressiveness can be destimulative. Because of progressive taxability and tax deductions from the taxable base, this mostly results in a greater advantage for taxpayers with higher incomes than for those taxpayers with lower incomes. If deductions were utilized for lowering taxes then it would be the same for all taxpayers. More specifically, it was calculated that the biggest advantage would be for taxpayers in the lowest tax rank. A unified tax rate would simplify and formulate into a more transparent tax system; thus suppressing progressiveness. A single tax rate has a positive effect on future decisions as it is known in advance, how high the final tax charge is going to be. In this case, the tax system would be far more effective.

Keywords: income tax, tax reform, tax rate, progressive tax rate

Globalizacija trgov vrednostnih papirjev in finančne krize

Sodobne razmere označujejo opazen proces globalizacije in integracije trgov vrednostnih papirjev. Soočamo se s permanentno rastjo čezmejnih tokov kapitala. Ta proces je spremljan s številnimi mednarodnimi implikacijami. Empirična dejstva potrjujejo prevladujoče stališče med ekonomisti, da igrajo globalni ekonomski dejavniki, vključujoč blagovne cene in obrestne mere v dominirajoči državi, osrednjo vlogo v procesu zdrs v krizo. Prispevek proučuje ekonomsko ozadje razmer, ki so v zadnjih dveh desetletjih povzročili stanje, ko postajajo finančne krize vse bolj mednarodnega značaja. Avtorja analizirata novejši krize in se pri tem osredotočata na najpomembnejše nauke, ki jih te krize prinašajo, ter z uporabo generacijskega pristopa proučujeta genezo in mehanizme aktualne krize drugorazrednih posojil. V prispevku ugotavljata, da je v obdobju povečane finančne globalizacije poleg fundamentalnih dejavnikov potrebno upoštevati multipla ravnovesja in samoizpolnjujoč karakter sodobnih finančnih kriz. Presenetljiva korelacija med svobodnejšo mobilnostjo kapitala in učinkovanjem na finančne krize je potrjena. Finančna globalizacija, uveljavljena v obdobjih visoke mednarodne kapitalske mobilnosti, je znova rezultirala v bančnih krizah. Hitrejša integracija in povečana sofisticiranost proizvodov na finančnih trgih je privedla v nove oblike in v bolj globalni značaj kriznih dogodkov v zadnjih dveh desetletjih.

Ključne besede: finančne krize, globalizacija, okužba

Sebastjan Strašek, Ph. D., Nataša Špes

Globalization in Security Markets and Financial Crises

Recent years have witnessed a remarkable process of globalization and integration within security markets: the flows of funds and capital across international borders. This process was accompanied by a number of international financial crises, i.e. crises with international implications. Empirical facts confirm the prevailing view among economists that global economic factors including commodity prices and interest rates of the dominant country play a major role in precipitating financial crises. The paper examines the economic background of factors, which in the last two decades produced the situation, where financial crises are becoming increasingly international. Using the generation approach, we examine the genesis and mechanisms in major financial crisis and focus on the recent sub-prime crisis. We find that in the era of increased financial globalization that besides fundamental factors, a reliable approach has to consider multiple equilibria and self-fulfilling character of financial crises. A striking correlation is found between freer capital mobility and the incidence of financial crises. Financial globalization, implemented in periods of high international capital mobility, has repeatedly produced international banking crises. Progressing integration and increased sophistication of the product and financial markets brought new forms and more global character of the crises events in the recent sub – prime crisis.

Keywords: financial crises, globalization, contagion

Mobing

Mobing obstaja, odkar obstaja človeštvo. Ne srečamo ga le na delovnem mestu, temveč se prične že v vrtcih in šolah. Raziskave pri nas in v svetu so pokazale, da pojav mobinga narašča in se njegovih negativnih vplivov vse bolj zavedamo. Konkurenčno okolje informacijske družbe 21. stoletja lahko gradi svoje konkurenčne prednosti predvsem na intelektualnem kapitalu in ne več toliko na tehnologiji, zato je vse več sodobno usmerjenih podjetij spoznalo, kako škodljiv je pojav mobinga ne le za posameznika, ki se je znašel v vlogi žrtve, temveč tudi za podjetje in celotno družbeno skupnost. Zavedajo se, kako pomembno je ustaviti mobing. Težko ga je iztrebiti, ko se že razraste, zato je najboljša obramba preprečevanje. Menedžment naprednih podjetij sprejema preventivne programe preprečevanja mobinga, ponekod pa se te naloge lotevajo sindikati. Informiranje tarč mobinga je ključ uspeha, seveda pa se je proces boja proti mobingu šele začel.

Ključne besede: mobing družbeno škodljiv pojav, raziskave potrdile naraščanje, intelektualni kapital kot konkurenčna prednost, sistematično preprečevanje mobinga

Martina Strmole Garafol

Mobbing

Mobbing has been in existence as long as mankind. We do not encounter it only at work, but it already is seen in kindergartens and schools. Research findings, in our country and all over the world, shows that mobbing is increasing and we are becoming more and more aware of its negative influence. The competitive environment of the 21st century information society can build its competitive advantages mostly on intellectual capital and not so much on technology. Because of this, there are an increasing number of contemporary oriented companies that have realized the dangers of mobbing not only for the individual, who is now a victim, but also for the company and society as a whole. Companies are aware the importance of preventing/ending mobbing. It's hard to exterminate when it has already spread and for this reason the best prevention is defence. Management of progressive companies are including preventive programs for the prevention of mobbing. In other places this task has been undertaken by the trade unions. The key of success is informing the targets of mobbing. Of course, the process of the fight against mobbing has just begun.

Keywords: mobbing, society harmful phenomenon, research findings confirm an increase, intellectual capital as competitive advantage, systematic prevention of mobbing

Izzivi globalizacije za podjetnika

Pojem globalizacije ni nov in ima svoje idejne predhodnike, saj sta že Rim in Kitajska predstavljala poizkuse stvarne politične globalizacije, vsaj po tem, da sta ti cesarstvi s svojo silo nadzirali ves poznani svet. Od tedaj je globalizacija stalno pridobivala pri hitrosti in obsegu. Globalizacija predstavlja proces, ki se širi v različnih smereh preko nacionalnih meja in je sposobna doseči vse skupnosti ne glede na geografski prostor, ter nastaja v trenutku, ko poskušajo različni ljudje in organizacije uresničiti vsakdanje cilje, interese in običaje preko ustaljenih meja. Končne posledice globalizacije je nemogoče definirati, lahko pa že sedaj rečemo, da gre za proces, ki je povezan s pastmi kot tudi izzivi za podjetnika. Izkazalo se je, da so izrazitejši izzivi, kar lahko povežemo z dejstvom, da širitev mednarodnega trgovanja in trgov prinaša osnovni vir za akumulacijo materialnega bogastva, omogoča večjo proizvodnjo, kar sproži večjo specializacijo in racionalizacijo, kar vodi do večje produktivnosti in donosnosti.

Ključne besede: globalizacija, procesi globalizacije, globalni trg, nacionalni trg, podjetnik

Simona Šajnovič

Challenges of Globalization for the Businessperson

Concept of globalization is not new, but has been present for quite some time. Rome and China already have presented experiments of actual political globalization, at least from the view that these two empires controlled with their resources the known world. From that point globalization consistently gained momentum and speed. Globalization introduces a process that spreads in various directions through national borders and is capable of reaching all communities regardless of geographical place. It occurs in an instant, when people and organization are attempting to realize their everyday goals, interests, and traditions through established boundaries. The final consequence of globalization is impossible to define, but we can already say that this is a process connected to traps as well as challenges for businesspeople. It has been demonstrated that challenges rather than entrapments are more prominent, which we can connect to the fact that the spread of international trades and markets brings the basic source for accumulation of material wealth, enables larger production that triggers larger rationalization and specialization leading to productivity and profitability.

Keywords: globalization, processes of globalization, global market, national market, businessperson

Božidara Šavrič

Urad RS za nadzor prirejanja iger na srečo
Slovenija

Odgovorno igralništvo

V Sloveniji se s širjenjem ponudbe iger na srečo v igralnicah in igralnih salonih, s ponudbo iger na srečo preko spleta in z udeležbo vse večjega kroga oseb, ki se vključujejo v procese igranja, povečuje tudi nevarnost zasvojenosti posameznikov z igrami na srečo. V prispevku so prikazani podatki o bruto prihodkih od iger na srečo v obdobju 2000 – 2007, gibanje števila udeležencev iger na srečo v navedenem obdobju in ocene pojava odvisnosti od iger na srečo, ki izhajajo iz različnih virov. Igre na srečo bodo vse bolj prisotne v večini razvitih družb, zato se moramo vprašati, kakšne oblike iger na srečo naj prirejamo, da bodo družbeno čim bolj sprejemljive oziroma čim manj škodljive ter ekonomsko čim bolj uspešne. V svetu in tudi pri nas se vse bolj uveljavlja pojem odgovorno igralništvo, ki mora poleg ekonomskih učinkov zagotoviti tudi to, da ne ustvarja zasvojenosti od iger na srečo, igralcev, ki obremenjujejo sebe, družino in družbo. Udeležba v igrah na srečo mora ostati v mejah zabave, zato je pomembno, da so vplačila v igro prilagojena posameznim z možnostim igralca, ki mora sprejeti tudi odgovornost za svoja dejanja.

Ključne besede: igralništvo, igre na srečo, zasvojenost z igrami na srečo, hazarder, problematični igralci, odgovorno igralništvo

Božidara Šavrič

Responsible Gaming

A danger of gambling addiction in Slovenia is increasing with the spread of gaming availability in casinos and gaming halls, the increase of internet gaming and with participation of an increased number of people who are entering the gaming processes. The article presents data on gross gaming revenues in the period of 2000 – 2007, the fluctuation on the number of gaming participants in the given period, and an assessment of dependency on gaming that are derived from various sources. Gaming is increasingly becoming present in a majority of developed societies and for this reason we have to ask ourselves the type of gambling that should be organised that would still be socially more acceptable, least harmful, and economically most successful. Globally, as well as in our country, the idea of responsible gaming is becoming more and more recognized. The aim of responsible gaming is to minimize the potential harm from gaming, that is to say, that the gaming industry should not only create economic profits, but should take special precautions in not creating gambling addicts, who are a burden not only to themselves, but also to their families and to the society as a whole. Participating in gaming events must stay within the limits of entertainment. Therefore, it is important that payments into various games of chance are adjusted to the abilities of an individual player who then has to accept responsibility for his actions.

Keywords: gambling, games of chance, gambling addiction, gambler, problem gamblers, responsible gaming

Vpliv sistemov informacijske tehnologije na turizem

Slovenski turizem vseskozi spremlja nekakšna paradržavna hiperinstitucionaliziranost (vladni direktorat, Slovenska turistična organizacija, lokalne mreže in podobno). Manjkajo pa, nasprotno, spodbujanje podjetniškega turističnega trga in mrežna povezanost turističnih produktov in subjektov ter celovit trženjski splet, na katere navadno naletimo v razvitih turističnih državah. To pomeni, da moramo več pozornosti posvetiti delovanju turističnega trga, cenovni konkurenčnosti in ustvarjanju medpodjetniških informacijskih mrež. Sistemi informacijske tehnologije (IT) so prvovrstni in kritični (vsekakor pa ne ključni) dejavniki za uspeh v številnih industrijah. To posebej velja za turistično industrijo, kjer verjamemo, da s primerno prilagoditvijo sistemov IT lahko dosežemo pomembno konkurenčno prednost in uspešnost v globalnih razmerah. Pri tem vsekakor moramo upoštevati, da novi sistemi IT zelo pomembno vplivajo na turizem zaradi sprožanja sprememb navad turistov, njihovega obnašanja in obnašanja podjetniško turističnih subjektov. Namen prispevka je prikazati praktično uveljavitev sistemov IT za vzpostavitev turistično-informacijske infrastrukture in turistično-informacijskih centrov (TIC), ki so dejansko tehnološka in poslovna platforma strateške mreže povezanih podjetniškoturističnih subjektov v Posavju.

Ključne besede: turizem, strategija razvoja turizma, podjetniškoturistične mreže, sistemi IT

Nataša Šerbec, M. Sc.

Impact of information technology systems on tourism

Slovenian tourism is being constantly accompanied by a sort of parastatal hyper-institutionalization (e.g. government directorate, Slovenian Tourist Organization, local networks, and the like). What is missing, on the other hand, is promotion of the corporate tourism market, network connection of tourist products and operators, and the overall marketing mix, all of which are normally encountered in developed tourist countries. This means that more attention should be paid to tourism market operations, price competitiveness, and the creation of inter-company information networks. Information technology (IT) systems are first-rate and critical (but by no means key) success factors in a number of industries. This applies especially to the tourism industry, where it is believed that with an appropriate adaptation of IT systems, it is possible to achieve a significant competitive advantage and good performance in global conditions. In doing so, however, it is absolutely necessary to take into consideration that new IT systems have a marked effect on tourism due to triggering changes in tourists' habits, their behaviour, and the behaviour of corporate tourism operators. The purpose of this contribution is to demonstrate a practical implementation of IT systems to set up a tourist information infrastructure and tourist information centres (TIC), which in fact form a technological and business platform of the strategic network of related corporate tourism operators in Posavje.

Keywords: tourism, strategy of tourism development, corporate tourism networks, IT

Ustvarjalnost in inovativnost

Današnji svet napreduje z neznansko naglico. Družba, ki temu trendu ne sledi, je obsojena na tragičen konec, zato je izjemnega pomena vpeljava ustvarjalnosti v podjetje, iskanje vedno novih idej in kasnejša realizacija le-teh v praksi. Namen strokovnega članka je prikazati stopnjo inovacijske dejavnosti slovenskih podjetij in jo primerjati z nekaterimi državami Evropske unije (EU). Teoretični del vsebuje teoretične podlage, povezane z ustvarjalno-inovacijskim mišljenjem, različne pristope spodbujanja ustvarjalnega mišljenja, vloga zaposlenih in predvsem vodstvenega kadra pri spodbujanju ustvarjalnosti in inovativnosti. Ključni pokazatelj ustvarjalnosti slovenskih podjetij in gospodarstva nasploh je v inoviranju, uvajanju novih izdelkov. V empiričnem delu na podlagi raziskave, ki jo je opravil SURS in zajema vsa podjetja v predelovalni in nekaterih storitvenih dejavnostih v obdobju 2002–2004, ugotavljamo, v kakšnem položaju se v inovativnosti v primerjavi z nekaterimi državami EU nahaja Slovenija. Raziskava zajema vsa podjetja z najmanj petimi zaposlenimi. Na podlagi opravljene raziskave lahko povzamemo, da je stopnja inovativnosti slovenskih podjetij v primerjavi z državami EU nižja, predvsem pa je nižja pri podjetjih z manjšim številom zaposlenih.

Ključne besede: ustvarjalnost, inovativnost, izboljšave, globalizacija

Vesna Škoda

Creativity and Innovation

Today's world is progressing with gargantuan haste. Society that chooses not to follow this trend is sentenced to a tragic end, so it is of an extreme importance in introducing creativity to the company and to continually seek new ideas, which are later implemented in practice. The intention of this article is to show the level of innovative activity in Slovenian companies and to compare these activities with certain Member States of the EU. The theoretical part includes the theoretical base connected with creative-innovative opinion, different approaches of stimulating creative opinion, the role of the employee and, most of all, the role of management towards stimulating creativity and innovation. The key indicator of creativity, of Slovene companies and the economy in general, is innovation and the introduction of new products. The empirical portion of the paper is based on research conducted by SURS encompassing all companies in the processing industry and some service industries in the periods from 2002-2004. Its aim was to determine the position of Slovenian innovation in comparison with certain EU Member States. The research includes all companies with a minimum of five employees. Based on research findings we can conclude that the innovation level of Slovenian companies in comparison with EU Member States is lower. The numbers are even less in companies with a lower number of employees. There are many factors that hinder innovation activities within companies; the key factors are mostly lack of resources, high innovation costs, lack of information concerning the markets, and lack of suitable resources. A guideline for companies' to improve innovation is to begin seeking first inside their own companies.

Keywords: creativity, innovation, improvement, globalization

Spodbujanje vodstvenega potenciala zaposlenih

Vodenje ljudi je umetnost. In prav zaradi tega ni enotnega recepta za njegovo uspešnost. Vsako podjetje oblikuje tiste kompetentne lastnosti vodij, za katere spozna, da so zanj pomembne. V prispevku je bila povzeta preliminarne raziskava, opravljena v podjetju Sintal, d.d., Ljubljana. Podjetje opravlja storitve s področja zasebnega varovanja, namen preliminarne raziskave pa je bil s pomočjo izvedene ankete ugotoviti osebno zavzetost zaposlenih in doživljanje vodstvenega vedenja neposrednih vodij v proučevanem podjetju. Posredno pa smo želeli raziskati vzroke za fluktuacijo. Anketa je bila opravljena v sektorju intervencij, izpolnjevalo pa jo je 60 zaposlenih. Rezultati ankete so bili podlaga za njeno razširitev (tako po številu vprašanj kot številu anketiranih) in prilagoditev vprašanj. Anketo oziroma njene rezultate namerava podjetje uporabiti v procesu razvoja vodstvenega potenciala vodij v obliki šestih tematsko zaokroženih delavnic in v zadnji fazi procesa kot ocenitev uspešnosti izvedenega projekta. Za izvajanje kakovostne storitve, ki jo pričakujejo naročniki, so ključnega pomena vodje, ki v podjetju predstavljajo najtesnejšo in nemalokrat tudi edino vez med zaposlenimi in podjetjem kot delodajalcem. Njihova kompetentnost je ključnega pomena za doseganje ciljev podjetja, njegov razvoj in tudi obstanek. Njihovo usposabljanje tako (p)ostaja kontinuiran proces in ne muha enodnevnica.

Ključne besede: vodenje, kompetence, razvoj, zaposleni

Lilijana Šmalc Pajk

Encouraging Leadership Potential in Employees

Directing people is an art. There is no universal rule for its success. Each company has to form those competent characteristics of a leader which is found to be important for them. This article is based on preliminary research conducted with the company Sintal d.d., Ljubljana. Sintal provides services in private security. The aim of the preliminary research was to establish employees' level of personal commitment and their experiences/reactions with supervisors' behaviours in the company. We also wanted to determine the reasons for fluctuation. The questionnaire was distributed and completed by 60 employees in the Intervention Sector. The results of the questionnaire were a pilot for its modification, expansion, and distribution with more questions and more participants. The results of the survey are meant to support the development of potential management leaders around six thematically concentrated workshops. The last phase of the project would evaluate the success of the program. Competent managers are the key in performing quality service expected by the clients. In addition, the managers often are the only bond between the employees and the company. Competent managers are important in achieving the goals of the company, for its development, and survival. Training and education has to become a continuous process within the company. A never ending story!

Keywords: management, competences, development, employees

Tina Šoštarič
Banka Koper, d.d.
Slovenija

Nagrajevanje – pomembna prvina motiviranosti v bančnem podjetju

Na pobudo nekaterih vidnih slovenskih podjetij je v začetku leta 2001 skupina svetovalnih podjetij v Sloveniji skupaj z Gospodarsko zbornico Slovenije pripravila projekt raziskovanja in spremljanja organizacijske klime v slovenskih organizacijah, poimenovan SiOK. V projektu je že nekajkrat sodelovala tudi organizacija, katere rezultate ankete obravnava tudi ta prispevek. V članku se osredotočim na dva vsebinska sklopa, in sicer motivacija in zavzetost pri delu ter nagrajevanje. Številna preučevanja na področju delovne motivacije so privedla strokovnjake do zelo pomembnega sklepa: niti ena človekova aktivnost, tako tudi delo ne, ni nikoli spodbujena samo z enim, temveč s številnimi zelo zapletenimi, poznanimi in nepoznanimi dejavniki. Bolj kot so zaposleni zadovoljni pri svojem delu, bolj so zadovoljni tudi v zasebnem življenju in to jih motivira in jim daje moč za uspešno opravljanje svojega dela. Motivacija in zadovoljstvo zaposlenih v organizacijah vedno bolj pridobivata pomen, saj prevladuje splošno mnenje, da je ravno zadovoljen človek s svojimi sposobnostmi pomemben vir pri doseganju uspešnosti podjetja na globalnem trgu. Nagrajevanje kot pomembna prvina motiviranosti zaposlenih pa je aktualna tudi v kontekstu dinamičnega sindikalnega boja v Sloveniji in trenj med zaposlenimi in delodajalci.

Ključne besede: motivacija, zavzetost, nagrajevanje, organizacijska klima, zadovoljstvo zaposlenih

Tina Šoštarič

Rewards: An important motivator in the banking sector

On the initiative of some prominent Slovenian companies in the beginning of 2001, a group of consultant companies in Slovenia together with the Chamber of Commerce and Industry of Slovenia prepared a project entitled "SiOK" that would research and monitor the business climate in Slovenian organisations. This paper discusses the results of a questionnaire from a company that has cooperated in the project several times. In this article, I focus on two specific topics. The first is work motivation and commitment and the second is rewarding. Numerous studies in the field of work motivation have lead experts to an important conclusion. The conclusion being that there is no one human activity, not even work, that is ever stimulated with just one, but more complex, known and unknown factors. If employees are more satisfied with their work they are then more satisfied with their personal life, which motivates them and gives them strength to succeed in their job. Motivation and satisfaction of employees in organisations is acquiring in its meaning. More precisely, general opinion prevails that a satisfied person with their abilities is an important source in achieving the success of a company on the global market. Rewarding as an important element of motivating employees is a current topic in the dynamic union battles in Slovenia and the conflict between employees and employers.

Keywords: motivation, loyalty, rewarding, organisation climate, satisfaction of employee

Izobraževanja potrošnikov

V konkurenčnem okolju iščejo podjetja vedno nove oblike in marketinške taktike, s katerimi bi dosegla in prepričala svojega kupca. Poseben izziv na področju marketinga predstavljajo ponudbe, ki so kompleksne, specializirane, za potrošnike zahtevne ali pa so na trgu povsem nove. Take ponudbe proizvodov oziroma storitev, kot so denimo visokotehnološki produkti ali profesionalne storitve, predstavljajo potrošniku pomemben in zahteven nakup, predvsem pa zahtevajo potrošnikovo poznavanje in znanje. Potrošnik se pri nakupnem odločanju in ponakupni uporabi srečuje z mnogimi dvomi in težavami. Tržniki naletijo na številne težave in ovire pri potrošnikovem sprejemanju proizvoda oziroma storitve, zlasti pri uvajanju novosti na trg. Potencial premagovanja teh ovir in način konkuriranja se kaže v izobraževanju potrošnikov, kar lahko podjetje razvije za svojo ključno tržno dejavnost, s katero pridobi določene prednosti oziroma se izogne negativnim posledicam, na primer ponakupnemu nezadovoljstvu ali slabemu ugledu, hkrati pa ima pozitiven vpliv na celotno panogo in gospodarstvo. Izhajamo iz predpostavke, da je izobraževanje potrošnikov lahko uspešna marketinška strategija, ki vpliva na potrošnikovo percepcijo o kakovosti ponudbe in njegovo nakupno zadovoljstvo, zmanjšuje kompleksnost in tveganje nakupa ter nasploh vpliva na potrošnikovo nakupno odločanje o kompleksnih ponudbah.

Ključne besede: potrošnik, marketing, informacija, izobraževanje, znanje

Suzana Špehar

Educating Consumers

In a competitive environment companies continually seek new forms and marketing tactics, which would reach and persuade their customers. A special challenge in the field of marketing are supplies/offers, which are complex, specialized, demanding for the customers or are totally new on the market. Product or service offers, such as high-tech products or professional services represent an important and demanding purchase for customers, which require the consumer to have some understanding. The customer is faced with many doubts and difficulties, when purchasing and using the product. Marketing professionals have numerous problems and obstacles with customers' acceptance of the product or service, especially when a new product is being launched on the market. The education of customers is a possible way of surmounting these obstacles and is a form of competitive advantage. This can become the company's key marketing strategy, where the company gains certain advantages and avoids negative consequences, such as dissatisfaction after the purchase or a bad reputation. Consequently, it has a positive influence on the whole branch and economy. We are suggesting that the education of customers can be a successful marketing strategy, which influences consumers' perception and decisions with complex offers.

Keywords: customer, marketing, information, education, knowledge

Primerjava pokojninskih sistemov držav članic Evropske unije

Med obstoječimi pokojninskimi sistemi držav članic Evropske unije (EU) obstajajo precejšnje razlike tako v strukturi, velikosti in pomembnosti posameznih pokojninskih stebrov kot v načinu financiranja. Pri tem prevladujeta dva glavna tipa financiranja javnih pokojninskih sistemov. Prvi, skandinavski tip se financira iz državnega proračuna in splošnih davčnih prihodkov. Drugi, zavarovalniški tip pa je sestavljen iz prispevkov delodajalcev in delojemalcev. Večina evropskih javnih pokojninskih sistemov je osnovanih na sistemu medgeneracijska sporazuma (pay-as-you-go), ki temelji na sprotne prispevnem kritju.

Zaradi staranja prebivalstva, neugodnih gospodarskih dejavnikov in vedno večje brezposelnosti pa se večina evropskih držav, predvsem tiste, ki imajo pokojninske sisteme zasnovane na PAYG osnovi, soočajo z vedno višjimi prispevki v pokojninske sisteme. Zato se čedalje večji del financiranja prenaša iz javnih v zasebne pokojninske sisteme.

Ključne besede: pokojninski sistemi, model, financiranje, prispevki, medgeneracijska izmenjava

Mirjam Šribar

A Comparison of Pension Systems in EU Member States

There are significant differences among existing pension systems of EU Member States. They differ in structure, size, and in significance of individual pension pillars as well as in financing. There are two main types of financing public systems. The first one, the Scandinavian model, is financed from the state budget and general tax incomes. The other type, the insurance model, is financed from employers and employees contributions. Most of the European systems are based on intergeneration agreement (i.e. pay-as-you-go).

Aging population, unfavourable economic factors, and raising unemployment are causing increased contributions into the pension funds. This is especially evident in the majority of European countries that are based on the PAYG pension system. Consequently, there is an increased portion of financing that is carried over from public to private pension systems.

Keywords: pension systems, model, financing, contributions, intergeneration exchange

Filip Šturm

Agencija RS za kmetijske trge in razvoj podeželja
Slovenija

Trgovsko sodelovanje med Evropsko unijo in Kitajsko

Članek obravnava hiter gospodarski razvoj med Evropsko unijo (EU) in Kitajsko po letu 1975, ko so med njima bili vzpostavljeni diplomatski odnosi, ter še posebej po letu 2001, ko je Kitajska vstopila v WTO. Prikazan bo pomen obeh entitet v svetovni trgovini, kjer EU trenutno zavzema največji delež. Ta trg je industrializiran, moderen, tehnološko opremljen ter stabilen, Kitajska pa po drugi strani predstavlja najhitreje razvijajoči se trg z več kot milijardo potrošnikov. Glavni cilji članka so ugotoviti trenutno stanje na obeh trgih, preveriti možnosti nadaljnjega sodelovanja med njima ter pregledati strateške dokumente med partnerjema na področju gospodarske integracije. Za članek bodo uporabljeni različni viri, predvsem pa podpisane pogodbe med partnerjema ter statistični podatki, ki prikazujejo menjavo.

Ključne besede: Evropska unija (EU), Kitajska, trgovska menjava

Filip Šturm

Trade Cooperation between the European Union and China

The article discusses a rapid economic development between EU and China after 1975, when diplomatic relations were established. It focuses on trade after 2001, when China entered WTO. The EU market is industrialized, modern, technologically developed, and stable. Chinese market, on the other hand, is the world's fastest developing market with over 1 billion consumers. The importance of both entities in world trade is shown. The article has three main aims: to determine the current situation in both markets, to check the possibility for further cooperation between parties, and to review strategic documents on economic integration between the involved parties. Ratified contracts and statistical data are used in constructing the article.

Keywords: European Union (EU), China, trade cooperation

Gordana Tekavčič
Interina, d.o.o., Ljubljana
Slovenija

Izziv globalizacije na naftnem trgu

Po trenutnih ocenah je nafte dovolj še za štirideset in plina za šestdeset let, strokovnjaki trdijo, da ni potrebno skrbeti zaradi količin, ki se še skrivajo v podzemlju, ampak zaradi njene cene. Nafta je 30 odstotkov dražja kot v enakem obdobju lani, a cena je kar petkrat višja kot pred petimi leti. Analitiki so mnenja, da je ta cenovna raven odraz svetovnega povpraševanja, še posebno ameriškega gospodarstva. Vprašanje glede maksimalne proizvodnje nafte v svetu je bilo pred samo nekaj leti zaskrbljujoče le za nekaj znanstvenikov; sedaj pa je to glavno vprašanje z naslovnice. Maksimalna proizvodnja nafte je neizbežna kot smrt ali davek.

Ključne besede: nafta, globalizacija, cena, Opec, maksimalna proizvodnja nafte

Gordana Tekavčič

Challenges of Globalisation in the Oil Market

It is estimated that there is enough oil reserves to last another 40 years and gas reserves for 60 years. However, experts assert that the issue is not the quantity of oil reserves, which are still hidden underground, but rather their price. Oil is 30% more expensive than at the same period last year, and the price is five times higher than five years ago. Analysts think that the price level reflects world demand, especially the American economy. Only a few years ago, the question of world oil peak and the maximum world oil production was the concern of just a few scientists worldwide; it is now a front page newspaper issue. Peak oil production is as inevitable as death and taxes.

Keywords: oil, globalization, price, OPEC, oil peak

Promet in globalizacija

V zadnjem desetletju nas pojem globalizacije spremlja domala na vseh področjih življenja. Govorimo o globalni trgovini, proizvodnji, politiki,... Kot posledica povečane trgovine in proizvodnje se spreminjajo tudi potrebe trga in potrošnikov. Temu se s svojo odzivnostjo, organizacijo in sposobnostjo prilagajajo prometne panoge. Kombinacija različnih prevoznih sredstev je izziv sodobne logistike. Ključna vodila so hitrost, varnost in ekonomičnost, čedalje pomembnejši dejavnik pa je zaščita okolja. Dejstvo je, da prevoz tovora v Evropski uniji nenehno narašča. Posledično je prometna infrastruktura vedno bolj obremenjena, kar se kaže v prezasedenosti najprometnejših prometnih odsekov, obremenitvi okolja in vedno večjem onesnaženju ozračja. Zato se ponudniki prevoznih storitev zavedajo, da se z ustreznim kombiniranjem in zaporedno uporabo prevoznih sredstev doseže tudi večja fleksibilnost prometa, kar zagotavlja zadovoljstvo uporabnikov storitev. V današnjem globalno konkurenčnem okolju sta pogoj za uspešno poslovanje podjetja učinkovitost oskrbovalne verige in hiter odziv na kupčeve zahteve. Strateška preobrazba prevoznikov iz klasičnih organizatorjev prevoza in carinskega posredovanja v sodobne organizatorje logistike se je pri nas komaj začela. Čedalje večja konkurenčnost zahteva racionalizacijo v proizvodnji in distribuciji ter izkoriščanje ekonomije obsega v vseh segmentih poslovanja, tudi v logistiki.

Ključne besede: globalizacija, prevozna sredstva, cestni promet, sodobna logistika

Tanja Tkalič

Transport and Globalization

Over the last decade the term globalization has substantially been a part of our lives in all areas of life. We speak of global trade, production, politics, and so forth. As a result of the increased trade we also are changing market and consumer needs. The transport industries have been adapting to this situation with their responsiveness, organization, and capabilities. The combination of different means of transportation is a challenge for contemporary logistics. The key factors are speed, safety and cost-effectiveness. It is a fact that freight transportation has been consistently increasing in the European Union. As a result the transportation infrastructure has become more and more overburdened, which is reflected by the busiest transportation sections, environmental strains, and increased air pollution. For this reason, those who offer transportation services are aware of the fact that with the appropriate combination and the successive use of transportation services greater transportation flexibility can be achieved, which ensures customer satisfaction. In today's global competitive environment the conditions for successful business operations of a company include an effective supply chain and a fast response to consumer demands. The strategic transformation of freight forwarders and customs administration in the contemporary organization of logistics has barely just begun in our society.

Keywords: globalization, means of transportation, road transportation, contemporary logistics

Martin Tomažič
Apsaras, igre na srečo, d.o.o.
Slovenija

Prepoznavanje potreb po spremembah in uvajanju inovacij

Inovacije in izboljšave generirajo usposobljeni in motivirani ljudje, ki delajo v podjetju, zato je ustrezno upravljanje s človeškimi viri strateško pomembna dejavnost vsakega podjetja. Menedžment v podjetju mora ustvariti primerno vzdušje za nenehno spodbujanje inovativnosti ter materialne in organizacijske pogoje za uvajanje sprememb in izboljšav. Pri tem je pomembno razumevanje potenciala zaposlenih. Učinkovito vključevanje zaposlenih v poslovna dogajanja lahko bistveno vpliva na uspešnost podjetja, zato ni dovolj zaposlenih samo razumeti, potrebno jih je spoštovati, ceniti in znati vključiti v načrtovanje in izvajanje različnih akcij ter spodbujati njihovo inovativno in ustvarjalno delovanje. Menedžment bi se moral pogledati v ogledalo skozi analizo dimenzij Siok-ovega vprašalnika, da bi pravočasno pričel z uvajanjem sprememb v dimenzijah, na katere pokaže analiza, in seveda, da izbere najprimernejši model za uvajanje sprememb. Mehki model uvajanja sprememb in inovacij v storitvenem podjetju je primeren, ker sloni na strokovni usposobljenosti, inovativnosti in iniciativnosti zaposlenih

Ključne besede: inovativnost, iniciativnost, organizacijsko vzdušje, strokovna usposobljenost, uvajanje sprememb

Martin Tomažič

Recognizing the Need for Changes and Innovations

Innovation and improvements are generated by trained and motivated people in a company. Therefore, proper human resource management is a strategically important activity in any company. Company management needs to create an atmosphere which constantly motivates innovation. It also has to create material and organizational conditions for the introduction of changes and improvements. When doing so, the company needs to understand their employee's potential. Effective participation of employees in a company's business development can have an important effect on its success. Hence, it is not enough to merely understand employees; they should also be respected, valued, and involved in the process of planning and execution of different activities, and thus encouraged to act in an innovative and creative manner. Management should reflect on their activities through the analysis of the SiOK questionnaire, to introduce timely changes in those dimensions as determined by the analysis, and, of course, to choose the most suitable model for the introduction of changes. A suitable model is the soft model of introducing change and innovation in a service providing company, because it is based on professional competence, innovation, and employee initiative.

Keywords: innovation, initiative, organizational climate, professional competence, introduction of changes

Branko Tovornik
Fotona, d.d., Ljubljana
Slovenija

Organizacijska kultura in kulturno delovanje organizacije

Organizacijsko kulturo razumemo kot kompleksen pojav, ki ima različne značilnosti, sestavine in tipe. Bistveno pa je, kako vplivati na dejavnike, ki najpomembneje določajo organizacijsko kulturo, in kako spreminjati organizacijsko kulturo v pozitivni smeri.

V času tranzicije in privatizacije podjetij v Sloveniji potekajo dinamični in turbulentni procesi spreminjanja organizacijske kulture. Empirična raziskava v visokotehnološkem podjetju, kjer je v času tranzicije zaradi izgube trgov in prestrukturiranja izgubilo zaposlitev 500 ljudi, je pokazala velike spremembe v organizacijski kulturi. Z izvedeno anketo med zaposlenimi ter intervjuji v kadrovske službi in med vodilnimi delavci je bila izdelana celovita analiza stanja in sprememb v organizacijski kulturi. Ključna pozornost je bila usmerjena na vzdušje v podjetju in spremembe vrednot. Na podlagi opravljene raziskave poda avtor predloge za oblikovanje temeljev za izboljšave in spremembe organizacijske kulture.

Ključne besede: organizacijska kultura, zaposleni, vrednote, norme, informiranost

Branko Tovornik

Organizational Culture and Cultural Activities in Organizations

Organizational culture is understood as a complex phenomenon, combining different characteristics, components, and types of organizational culture. It is essential to know how to influence the factors that significantly determine organizational culture and how to turn organizational culture toward a positive direction. Dynamical and turbulent processes of changes in organizational culture are taking place due to transitions and privatizations of companies in Slovenia. An empirical research study conducted in a high-tech company revealed great changes in organizational culture due to transitions, loss of markets and restructuring, which led to termination of almost 500 employees. A comprehensive analysis of the situation and changes of the organizational culture was determined from survey results of employees and interviews conducted with employees in the human resource department and with management of the company. The main emphasis was placed on the climate and changes of values in the company.

Based on the conducted survey, the author offers suggestions to form the foundation for improvements and changes of the organizational culture.

Keywords: organizational culture, employees, values, norms, information

Barbara Turičnik
Livarna Vuzenica, d.o.o.
Slovenija

Izbor dobaviteljev v livarni Vuzenica v procesu globalizacije

Mednarodni ekonomski prostor je na prehodu v tretje tisočletje postal množica povezav ekonomskih subjektov. Svetovni trg je postal osrednji trg. Nosilci globalizacije so velika globalna podjetja, ki imajo zelo dober položaj na vseh pomembnih trgih. V članku je glavni poudarek na izbiri dobaviteljev v procesu globalizacije. Ker je podjetje Livarna Vuzenica del skupine Cimos, d.d., ki je proizvajalec izdelkov za avtomobilsko industrijo, je zelo pomembno, kateri dobavitelj bo ustrezal vsem zahtevam avtomobilske industrije. Značilnost avtomobilskega trga je v vse večji globalizaciji industrije in v vse večji konkurenci. Zmanjšuje se število dobaviteljev, ki dobavljajo bolj kompleksne sestave. Prikazano je število dobaviteljev skozi leta, kaj vpliva na izbor dobavitelja v procesu globalizacije in kako se odločimo za pravega dobavitelja.

Ključne besede: nabava, izbor dobavitelja, globalizacija

Barbara Turičnik

Selection of Suppliers in Foundry Vuzenica During the Process of Globalization

The international economic space, in the threshold of the third millennium, came to connect a multitude of economic subjects. The world market became the central market. The holders of globalization are big global companies. They have a very good position in all significant markets. This article focuses on selection of suppliers in the process of globalization. The company Foundry Vuzenica (LV) is part of the Cimos d.d. group, which manufactures products for the automotive industry. It is very important, which supplier will comply with all the requirements of the automotive industry. The characteristic of the automotive market is an ever increasing globalization industry and competition. The number of suppliers, which supply complex products, is reducing. The article presents the number of suppliers during the years, what affects the selection of suppliers in the process of globalization, and choosing an appropriate supplier.

Keywords: purchase, selection of supplier, globalization

Mihaela Turk
Krka, d.d., TURK –SI, d.o.o,
Slovenija

Trženje storitev – montaža strojnih instalacij

V prispevku želim analizirati trenutno stanje na trgu za manjše podjetje, ki se ukvarja s trženjem storitev, ugotoviti morebitne prednosti ter, kaj narediti, da bo podjetje uspešno, s še boljšimi poslovnimi rezultati. V prvem delu predstavim pojem »storitev« ter bistvo teorije in prakse marketinga. S pomočjo anketnega vprašalnika sem ugotavljala raven zadovoljstva strank s storitvami, pridobila informacije o trendih ogrevanja, o rangiranju pričakovanih lastnosti izvajalca storitve, o slabostih in napakah izvajalcev, ter, kje je smiselno oglaševati. Stranka pokliče, ker ima željo, da nekdo izvede storitev, ki jo potrebuje. Ponudnik storitve pripravi ponudbo za izvedbo. Stranka iz nabora ponudnikov izbere podjetje, ki ji bo izpolnilo željo. Če ponudnik želi uspeti pri stranki, mora ponuditi visokokakovostno storitev, ker se le na ta način loči od konkurence, se držati dogovorjenih rokov za izvedbo storitev ter s tem ustvarjati pozitivno podobo pri kupcih in hkrati ustvarjati brezplačno reklamo.

Ključne besede: storitev, trženje, marketing, zadovoljstvo, kakovost

Mihaela Turk

Service Marketing: The Assembly of Installations

In the following article, I intend to analyse the current situation on the market for a small company, which handles service marketing. I intend to find possible advantages and determine what can be done so that the company can be successful and achieve better business results. In the first part I introduce the concept of the word »service«, the core of the theory, and good practices of marketing. The level of satisfaction of clients with services was determined with the help of a questionnaire. I obtained data concerning heating trends, expected characteristics of service providers, disadvantages and errors of providers, and where it is reasonable to advertise. When a client calls it is because they have a need for someone to complete a service. The service provider prepares an estimate. The client then has a set of offers to choose from and decides on one company that will successfully complete the service. If a service provider wishes to obtain the client's business, they must offer a service of higher quality as this is the only way to distinguish themselves from the competition. The service provider also must keep promised deadlines for the realization of services and thus, creating a positive image of themselves to the buyers and at the same time receives free advertisement.

Keywords: service, marketing, satisfaction, quality

Janja Turk Oberč
Krka, d.d.
Slovenija

Vpliv globalizacije na stres zaposlenih

Globalizacija, pojav mehanizacije, avtomatizacije, informatizacije so spremenili okolje in naravo človekovega dela. To se kaže v povečanih zahtevah pri vseh strukturah zaposlenih. Človeške vrednote so postavljene daleč za ekonomskimi. Nenehni pritiski po večji učinkovitosti na delovnih mestih, strah pred izgubo službe kot posledice selitve proizvodnje iz razvitih delov sveta v manj razvitega, predvsem zaradi nižjih stroškov in ohlapnih okoljevarstvenih zakonov dela, povzročajo zdravstvene težave zaposlenih. Velik problem predstavlja stres. Ta se odraža kot nespečnost, napetost, glavobol, visok krvni tlak, rana na želodcu, velikokrat pa vodi v depresijo. Rezultati kažejo, da je stres druga najpogostejše prijavljena zdravstvena težava, povezana z delom, in pripomore k več kot polovici vseh bolniških izostankov. V Sloveniji stres na delovnem mestu prizadene več ljudi kot je povprečje v Evropski uniji (EU).

Ključne besede: globalizacija, stres

Janja Turk Oberč

The Influence of Globalization on the Stress of Employees

Globalization, the phenomenon of mechanisation, automations, and computerisation has changed the environment and the nature of human work. This has been evident with all employee structures. Human values are set far behind economic ones. Constant pressure for greater efficiency at the workplaces, fear of losing jobs as a consequence of transferring production to less developed parts of the world, mostly because of lower costs and more relaxed environmental legislation, are all factors causing health problems to employees. Stress is presenting a major problem. It shows as insomnia, tension, headache, high blood pressure, ulcer, but mostly leads to depression. The results show that stress is the second most frequent reported health problem, related to work and it contributes to more than half of all sick leaves. In Slovenia, stress at workplace effects more people than the average number in the European Union.

Keywords: globalization, stress

Kitajska na svetovnem trgu

Ljudska republika Kitajska danes predstavlja eno izmed štirih najmočnejših trgovskih velesil. Dežela, ki s svojim prehodom iz državno kontroliranega socialističnega gospodarstva prehaja v kapitalističen sistem, vzbuja največ navdušenja kot tudi vprašanj o prihodnosti celotne svetovne ureditve. S primerjalno metodo, predvsem s pregledom obstoječe svetovne literature in statističnih podatkov, smo naredili primerjavo zunanjetrgovinske aktivnosti Kitajske s svetom med obdobjem pred velikimi reformami odpiranja svetu in med obdobjem po njih. Zadnji pomemben mejnik za Kitajsko pa je leta 2001 nesporno predstavljal tudi vstop Kitajske v Svetovno trgovinsko organizacijo (WTO), ki je pospešil politične in gospodarske reforme v tej državi, porast neposrednih tujih investicij, kar pa je posledično povečevalo tudi izvoz in spreminjanje svetovnega trga. Podatki so potrdili večkratni porast kitajske zunanje trgovine po obdobju velikih reform, ki je istočasno sledil tudi državnemu ekonomskemu razvoju. Vendar je reforma socialističnega gospodarstva dolg in težaven proces, kitajska vrata v zunanji svet pa ne bodo zares odprta, dokler ne bo uspešno reformirala svojega ekonomskega sistema.

Ključne besede: Kitajska, zunanja trgovina, globalizacija, svetovni trg

Alenka Umek

China in the World Market

Today, the People's Republic of China represents one of the four leaders in world trade. Transformation from a socialistic type of economy to a capitalistic system raises a lot of admiration and even more questions on future trading among countries.

The author of the study used the comparative method of examining existent international literature and statistical data. We compared Chinese foreign trade activity before the great reforms against the time after them. The last important milestone for China was definitively in 2001, when China entered the World Trade Organization (WTO). This has accelerated their political and economic reforms, growth in foreign direct investments that consecutively increased export and changes in the world market. Results have confirmed multiple growths in Chinese foreign trade after the period of great reforms, which simultaneously followed Chinese economic growth.

However, reforming socialist economy is a long and difficult process. Chinese doors into the outer world will not be really open until it will successfully reform its economic system. Furthermore, for future economic growth China has to raise the living standards in the rural areas, reduce regional discrepancies, and pressures on the environment.

Keywords: China, foreign trade, globalization, world market

Vesna Vesel
Arex, d.o.o., Šentjernej
Slovenija

Vpliv instrumenta protidobav na poslovno uspešnost podjetja Arex

Protidobave kot ena izmed oblik vezane trgovine se pojavljajo povsod v svetu, tudi v Sloveniji, kjer velja, da postane tuji dobavitelj obveznik za protidobave v primeru, kadar slovenskemu proračunskemu porabniku dobavi izdelke v vrednosti nad 400.000 EUR. Tedaj mora tuji dobavitelj, v skladu s Smernicami Vlade RS za protidobave, od slovenskih podjetij kupiti blago ali storitve v enaki vrednosti. Neizpolnjevanje obveznosti izvajanja protidobav je pogodbeno sankcionirano. V članku obravnavam primer slovenskega zasebnega podjetja Arex, ki se že dalj časa vključuje v protidobavne posle in v krogih, ki skrbijo za izvajanje protidobav, velja za primer dobre prakse. Skozi analizo podatkov o rasti prihodkov, primerjavo le-teh z rastjo izvoza v okviru protidobav in še posebej ob iskanju odvisnosti rasti skupnega izvoza od izvoza v okviru protidobav dokazujem, da je podjetje dobro izkoristilo priložnost, ki jo nudijo protidobave, in tako uspelo pridobiti nova tržišča, uvesti nove tehnologije in oblikovati strateško partnerstvo.

Ključne besede: protidobava, obveznik za protidobave, protidobavitelj, koeficient, predmet protidobav

Vesna Vesel

Effect of Offset on the Business Success of Arex

Offsets as one of the forms of associated trade, are present everywhere around the world, including in Slovenia, where it is considered that the foreign supplier is obliged to carry out offsets, if he supplies products exceeding 400,000 EUR to the Slovenian budget user. The foreign supplier must, in this case, in compliance with the guidelines of the Republic of Slovenia for offsets, purchase goods or services at the same value from Slovenian companies. Non-compliance with the commitment of realizing offsets is contractually sanctioned. The article reviews the case of the Slovenian private company Arex, which has been participating in the offset programme for quite some time and is considered an example of good practice within the circles responsible for the realization of offsets. Through the analysis of data on the growth of incomes, comparison of the growth of incomes with the growth of exports within the framework of offsets, and especially through the search of interdependence between the growth of total exports and the growth of exports within the framework of offsets, I demonstrate that the company successfully exploited the opportunities offered by offsets and acquired new markets, introduced new technologies, and formed strategic partnerships.

Keywords: offset, offset obligator, offset supplier, coefficient, offset subject

Varstvo blagovnih znamk v Evropski uniji

V globalni ekonomiji so blagovne in storitvene znamke (v nadaljevanju znamke) postale neizogibne za uspeh podjetij in posameznikov pri poslovanju na trgu. Odločitev za posamezno obliko varstva predstavlja zapleteno strateško vprašanje, odvisno od geografske in ekonomske razsežnosti znamk, verjetnosti izpodbijanja na določenem trgu, primerljivih stroškov, tržnega cilja in položaja na trgu. Nacionalna znamka je omejena na območje določene države, zato je njena registracija primerna predvsem, kadar si imetniki želijo varstvo v svoji državi oziroma le v nekaj državah. Za znamko Skupnosti (evropsko znamko, CTM) velja unitarno načelo, torej enotna veljavnost na celotnem ozemlju Evropske unije (EU). Takšna oblika varstva je najprimernejša za gospodarske subjekte, ki želijo varstvo svojih znamk v večini ali vseh državah članicah EU. Kadar pa imetnik znamke namerava razširiti varstvo preko mej EU, je najprimernejša in najbolj ugodna registracija mednarodne znamke na podlagi prijave ali registracije nacionalne znamke v državi članici Madridske unije.

Ključne besede: nacionalna znamka, znamka skupnosti (CTM), mednarodna znamka, varstvo znamk, širitev Evropske unije (EU)

Jurij Vide

Trademark Protection in the European Union

In the global economy, trademarks have become inevitable for the success of businesses and individuals in their market activities. Decisions for a particular form of trademark protection indicates a complicated strategic question, dependent on geographical and economic spread of a particular trademark, the likelihood of rejections in various parts of the market, comparative costs, market goals, and market position. The national trademark is bounded by limits of a particular country and, therefore, applicable especially when an enterprise is interested in protecting its own country or only a few countries. If business people seek protection in the majority or even in all of the Member States of the European Community (EC), the most appropriate means of protection is to apply for a Community trade mark (CTM). It has a unitary character, meaning, it is valid in the EC as a whole. However, when the trademark holder intends to expand the protection of their trademarks beyond the EC, then without doubt the international trademark (on the basis of national application or registration of the trademark) is the most appropriate and advantageous means of protection.

Keywords: national trademark, Community trade mark (CTM), international trademark, trademark protection, enlargement of the European Union

Pogoji za uvedbo strateškega koncepta zveze NATO v Sloveniji

Strateški koncept zveze Nato, ki je bil leta 1999 sprejet na vrhunskem zasedanju zavezništva v Washingtonu, je dokument, ki vojaškim silam na podlagi varnostnih ocen postavlja cilje, glavne obrambne naloge in usmeritve. Iz njega lahko razberemo, kaj Nato od nas pričakuje, hkrati pa je eden od temeljev nacionalno varnostnih, obrambnih in vojaškoobrambnih razvojnih dokumentov: Resolucija o strategiji nacionalne varnosti RS, Obrambna strategija RS in Vojaške doktrine. Resolucija o strategiji nacionalne varnosti RS je temeljni dokument na področju nacionalne varnosti. Z Vojaško doktrino, ki jo je junija 2006 sprejela Vlada RS, Slovenija uveljavlja Strateški koncept zavezništva. S primerjavo strateškega koncepta zveze NATO in Strategije nacionalne varnosti RS je s pomočjo (PEST) analize predstavljeno, na katerih področjih se strategiji ujemata oziroma razhajata in katere pogoje mora Slovenija izpolniti, da bo v celoti realizirala Strateški koncept zveze NATO.

Ključne besede: Strateški koncept zveze Nato, Nacionalna varnostna strategija Republike Slovenije, konflikti, mednarodna varnost, vojaška doktrina

Mitja Vidic

Conditions for Asserting the NATO Strategic Concept in Slovenia

The NATO Strategic Concept, which was adopted in 1999 at the NATO supreme meeting in Washington on the basis of security evaluations, defines the aims, major defence tasks and guidance for military forces. It ascertains NATO expectations and represents, at the same time, one of the bases of the national-security, defence and military-defence development documents, such as the resolution concerning strategy of national safety of the Republic of Slovenia, the defensive strategy of the Republic of Slovenia, and military doctrines. The National Safety Strategy of the Republic of Slovenia is the basic document in the area of national safety. With the military doctrine accepted by the Government of the Republic of Slovenia in June 2006, Slovenia is asserting the NATO Strategic Concept. Comparing the NATO Strategic Concept with the Strategy of National Safety of the Republic of Slovenia using FIST analysis, it demonstrates in which fields the strategies coincide or diverge and which conditions Slovenia must meet to completely adapt the NATO Strategic concept.

Keywords: NATO Strategic Concept, National safety strategy of Republic of Slovenia, conflicts, international safety, military doctrine

Dr. Borut Vojinović
Visoka šola za upravljanje in poslovanje Novo mesto
Slovenija

Analiza gospodarske rasti v državah EU s pomočjo presečnih podatkov

Prispevek predstavlja analizo procesa integracije treh skupin evropskih držav z vidika ekonomske konvergence. Rezultati analize kažejo, kakšno intenzivnost in hitrost ekonomske konvergence na področju ene ključnih ekonomskih kategorij (rasti denarne mase) lahko v procesu pridobivanja polnopravnega članstva pričakujejo države, ki se integrirajo v razvitejša gospodarska območja. Literatura in dosedanje študije večinoma predvidevajo pozitivne učinke, ki jih lahko pričakujejo gospodarstva v procesu integracije, kar naj bi potrjevalo predpostavke standardne neoklasične in Heckscher-Ohlinove teorije mednarodne menjave.

Ključne besede: ekonomska konvergenca, ekonomske integracije, države na prehodu, gospodarska rast in konvergenca, pristop k Evropski uniji, mednarodna ekonomija

Borut Vojinović, Ph. D.

EU Economic Growth in the Cross-Sections of Countries

This paper analyses the economic convergence of three groups of countries. Results of panel unit-root analysis indicate a conclusive answer on the speed and level of convergence for one selected macroeconomic fundamental i.e. monetary aggregate M1 growth rate. The conclusions of this paper are therefore valid as some type of guideline for new candidate countries and confirm assumptions on the positive effects of economic integration according to standard neoclassical and Heckscher-Ohlin theory. Consequently, analysing the development of the new EU10 member countries experiences should give us a perspective on economic development for the countries that are still in the process of full- or adjoined membership in the EU.

Keywords: economic convergence, economic integrations, transitional economies, growth and convergence, EU accession, international economy

Delovno pravo v luči globalizacijskih procesov

Slovenski trg dela kakor tudi vse države članice Evropske unije se soočajo z istim izzivom – posodabljanja in prilagajanja globalizaciji ter spremembah v tehnologiji in mobilnosti kapitala. Evropska komisija državam članicam kot enega izmed ukrepov za reševanje problemov z zaposlovanjem priporoča prožno varnost ali ang. flexicurity. Obravnavajo jo kot celostno strategijo za hkratno okrepitev prožnosti in varnosti na trgu dela, ki pomaga delojemalcem in delodajalcem izkoristiti priložnosti, ki jih ponuja globalizacija. Prožna varnost vključuje aktivne politike trga dela in sodobne sisteme socialne varnosti, celostne strategije vseživljenjskega učenja, davčne politike in politike konkurenčnosti, zmanjšuje delo na črno, pospešuje odpiranje novih delovnih mest in posledično spodbuja produktivnost in inovativnost. Slovenija je pri izvajanju reform na trgu dela dosegla konsenz med socialnimi partnerji, ki je prinesel določeno stopnjo ravnotežja med fleksibilnostjo in varnostjo zaposlitve. Na tej osnovi so bile sprejete spremembe Zakona o delovnih razmerjih, ki vodijo v večjo notranjo mobilnost, učinkovitost združevanja povpraševanja in ponudbe po delu, spodbujanju fleksibilnih oblik in organizacije dela ter večjo zaščito delavcev pred diskriminacijo.

Ključne besede: delovno pravo, lisbonska strategija, prožna varnost, Zelena knjiga, Zakon o delovnih razmerjih

Martina Ana Vrhovnik Henčič

Labour Law in the Light of Globalization Processes

The Slovene labour market is faced with similar challenges as all the Member States of the European Union – modernization and adoption to globalization, changes in technology and mobility of capital. The European Commission recommends Member States to use flexicurity as one of the measures to resolve employment problems. Flexicurity is considered a wholesome strategy that at the same time strengthens the flexibility and safety of the labour market and helps the employees and the employers take advantage of opportunities, offered by globalization. Flexicurity integrates active labour market policies and modern systems of social security, wholesome strategies of lifelong learning, tax policies and competitiveness policies, reduces undeclared work, increases the creation of new workplaces and consequentially encourages productivity and innovation. Slovenia reached a consensus among social partners while implementing the reforms of the labour market. The consensus achieved a certain level of balance between flexibility and safety of employment. That was the basis for the changes in labour law – accepting the changes and supplementations in the Employment Relationships Act, as it leads into greater inner mobility, efficiency of integration of demand and supply for work, stimulation of flexible forms and work organization, and higher protection of employees against discrimination.

Keywords: labour law, Lisbon strategy, flexicurity, Green paper, Employment Relationships Act

Globalizacija Slovenije preko vključevanja v Evropsko unijo

Prispevek proučuje globalizacijo, njene tri pojavne oblike (politična, ekonomska in kulturna) in konkurenčnost malih gospodarstev (»Porterjev diamant«) ter na podlagi omenjenega opredeli proces globalizacije Slovenije preko vključevanja v Evropsko unijo (EU).

Slovenija aktivno sodeluje v vseh oblikah globalizacijskega procesa. Kot majhno gospodarstvo je dokaj konkurenčna, vendar še obstaja mnogo možnosti za izboljšanje konkurenčnosti, predvsem na področju zakonodaje ter povezovanju podjetij z drugimi inštitucijami.

Globalizacija in vključevanje Slovenije v EU sta zelo povezana. Prva ima predvsem pozitiven učinek na slednjega, saj enotni trg predstavlja predvsem veliko prednost za slovenska podjetja in inštitucije, kljub dejstvu, da je potrebno pripraviti spodbude za povečanje neposrednih tujih investicij ter prilagoditi zakonodajo.

Ključne besede: globalizacija, konkurenčnost, vključevanje

Jožica Vučajnk

Globalization of Slovenia through its Integration into the European Union

The article describes globalization (i.e. political, economical and cultural shapes), competitiveness of a small country (i.e. »Porter's model«) and, on the bases of the aforementioned, defines globalization of Slovenia through its integration into the European Union (EU). Slovenia participates actively in the process of globalization. As a small country, it is fairly competitive, but there are still many opportunities to achieve higher competitiveness, especially in the area of legislation and connecting companies with other R&R institutions. Globalization and the integration of Slovenia into the EU are tightly connected. Globalization has a positive influence on integration, because the single market of the EU represents vast advantages for Slovenian companies. However, there should be more advantages for direct foreign investments and modification of legislation.

Keywords: globalization, competitiveness, integration

Aleš Wachter
Arex – orodjarna, d.o.o.
Slovenija

Intelektualni kapital – ključ do uspeha

Podjetja se danes srečujejo z naglimi spremembami v okolju, ki jih povzroča hiter razvoj, vedno močnejša konkurenca in večja kakovost proizvodov in storitev. V ozadju in seveda v središču vsega tega gospodarskega dogajanja pa stoji človek kot izumitelj, ustvarjalec in delavec. Znanje in veščine zaposlenih so ključni dejavniki uspeha in razvoja v današnjem dinamičnem okolju. Pomenijo dragoceno prednost za podjetje, zato nova razvojna paradigma moderne postindustrijske družbe temelji na znanju. Zavedanje o pomembnosti in vrednosti intelektualnega kapitala kot celote raste zelo hitro. Vsekakor na ljudi ne gledamo več kot na strošek, ampak na sredstva, v katera je potrebno investirati in jih razvijati, saj so največji kapital vsake organizacije in ključni dejavnik njihove dolgoročne uspešnosti.

Ključne besede: nagle spremembe, razvoj, človek, znanje in veščine, intelektualni kapital, uspeh

Aleš Wachter

Intellectual Capital: The Key to Success

Nowadays, companies are facing rapid changes, which are caused by swift development, stronger competition, and increased quality of products and services. In the background, and simultaneously in the centre of all this economic occurrences, there stands a human being as an inventor, creator, and worker. Knowledge and skills of humanity are a key factor for success and development in today's dynamic environment. They present a valuable advantage for a company and for this reason the new developmental paradigm of a post-industrial society is based on knowledge. Realizing the importance and values of intellectual capital is growing very quickly. Today, people are not seen as an expense anymore, but as a very important resource, in which we unavoidably have to invest in to achieve their development. People are the prevalent capital of every organization and a key factor of a company's long-term success.

Keywords: quick changes, development, human being, knowledge and skills, intellectual capital, success

Pomen in vloga neverbalne komunikacije

Pomen in vloga neverbalne komunikacije pri poslovanju sta zelo pomembna, saj nas poučujeta o najbolj subtilnih vidikih sporazumevanja, ki so temelj gradnje in vzdrževanja medsebojnih odnosov. V članku sem obravnaval tematiko pomembnosti neverbalne komunikacije ter njeno sporočilnost. V vsakdanjem življenju, predvsem pa v poslovnem, pričajo kretnje, položaji telesa, mimika in podobno o razpoloženju, namerah ter tudi o sogovornikovem značaju. Med različnimi kulturnimi skupinami obstaja zelo veliko razlik v kretnjah in drugih znakih neverbalnega sporočanja. Vsak poslovnež bi moral spoštovati in upoštevati njihovo sporočilnost, saj s tem izraža spoštovanje do svojega poslovnega partnerja in njegove kulture. V današnjem globalističnem svetu prav večina in uporaba neverbalne komunikacije, kot komplementarne podpore verbalni komunikaciji, zagotavlja sinergijo poslovnega uspeha, ki temelji na sposobnosti sporazumevanja med ljudmi.

Ključne besede: neverbalna komunikacija, medsebojni odnosi, sporočilnost, medkulturne razlike, sinergija in sposobnost sporazumevanja

Luka Wachter

The Meaning and Role of Non-Verbal Communication

The meaning and role of non-verbal communication in management is very important; namely because it teaches us on the subtle aspects of communication, which are the basis of building and maintaining relationships. In the paper, I discuss the importance of non-verbal communication and its message. In everyday life, especially in business, there are movements, body positions and views, which reveal our disposition, our intentions and also our interlocutor's characteristics. Among various cultural groups there are many differences in hand movements and other signs of non-verbal communication. Every businessperson should respect and take into consideration their message. When doing so, it shows respect to their business partner and their culture. This skill is very important in today's global world and is used as complementary support to verbal communication, because it ensures the synergy of business success, which is based on the ability to communicate.

Keywords: non-verbal communication, mutual relationships, message, cultural differences, synergy and ability to communicate

Mateja Wachter
WLB, d.o.o.
Slovenija

Pomen tržnega komuniciranja v procesu prodaje blagovne znamke Sun Mix

Krka Kozmetika se je odzvala na svetovna opozorila dermatologov o nevarnem izpostavljanju sončnim žarkom brez primerne zaščite z linijo izdelkov, ki rešujejo problematiko zaščite in nege kože med sončenjem in po njem. S premišljeno izbranimi farmacevtskimi surovinami in dodatki posebnih zaščitnih filtrov nas izdelki Sun Mix ščitijo pred nevarnimi UVA in UVB žarki. Krkina osnovna naloga tudi v prihodnosti je, da z uporabo različnih metod in orodij modernega integriranega tržnega komuniciranja, kot so: oglaševanje, pospeševanje prodaje, odnosi z javnostjo itd., še naprej ostaja vodilni proizvajalec kozmetike in farmacevtike na trgih jugovzhodne Evrope. Samo z vsemi promocijskimi aktivnostmi skupaj lahko v današnji konkurenci na trgu dosežemo cilj biti opazen. S kreativnimi orodji tržnega komuniciranja Krka tudi ozavešča in izobražuje ljudi o nujni vsakdanji zaščiti kože, ki je na kakršenkoli način izpostavljena soncu. Verjamem, da bo prodaja izdelkov blagovne znamke Sun Mix tudi v prihodnosti uspešna, saj je ta blagovna znamka nastala kot ekološki projekt, ki nam z ustrezno zaščito omogoča prijateljevanje s soncem, ki je še vedno vir energije in življenja na našem planetu.

Ključne besede: tržno komuniciranje, oglaševanje, pospeševanje prodaje, odnosi z javnostjo, blagovna znamka Sun Mix

Mateja Wachter

The meaning of Marketing Communication in the Process of the Sales of the Brand Name Sun mix

Krka Cosmetics has reacted to dermatologists' global warnings on the dangers of sun exposure without appropriate skin protection. These are the products that protect and care for skin during- and after- sunbathing. The products consist of carefully chosen pharmaceutical raw materials and supplements of special filters that protect our skin against dangerous UVA and UVB rays. Krka's basic orientation for the future is to preserve its position as a product leader of cosmetics and pharmaceuticals in the southeastern market of Europe. That goal is being fulfilled with the usage of different methods and tools of modern integrative marketing communications, such as: advertising, sale promotions, public relations, and so forth. In today's competitive market we have to combine all promotional activities to achieve our goals and be noticed. Krka also uses creative marketing tools to educate people about the necessity of using skin protection products. I believe that the sales of the Sun Mix brand will be successful in the future. My statement is supported by the fact that the brand was developed as an ecological project that enables us to be friends with the sun that is the source of energy and life on our planet.

Keywords: marketing communication, advertising, sale promotions, public relations, Sun Mix brand

Davčni nadzor davka od dohodkov pravnih oseb

Davki so na eni strani najpomembnejši vir javnih prihodkov in nujni za delovanje države, po drugi strani pa kot prisilna dajatev veliko finančno breme zavezancev. Davčno nadziranje je sleherni ukrep davčnega organa, povezan s presojanjem lojalnosti davčnih zavezancev do države na podlagi preverjanja davčnih napovedi in davčnih obračunov. Pri nas se davčno nadziranje izvaja skladno z zakoni, ki urejajo postopke v zvezi z obdavčenjem, zakonom, ki ureja inšpekcijski nadzor, z drugimi predpisi in mednarodnimi pogodbami, ki zavezujejo Slovenijo in v skladu z Zakonom o davčni službi. Pristojnosti in naloge davčnega nadzora so v Sloveniji z Zakonom o davčni službi poverjene Davčni upravi Republike Slovenije. Davčni nadzor je dopusten do zastaranja pravice do odmere davka, to je pet let po poteku koledarskega leta, v katerem bi bilo potrebno davek ugotoviti. DDPO je neposredni osebni davek in pomeni temelj obdavčitve dohodkov oziroma dobička gospodarskih subjektov. Davčni zavezanci ga po principu samoobdavčitve obračunavajo in po novem ZDDPO-2 ga bodo plačevali po 20-odstotni stopnji od davčne osnove s prehodnim obdobjem. Davčna zakonodaja na področju obdavčevanja dohodka pravnih oseb zapletena in težko razumljiva, ki pogosto dopušča različne interpretacije.

Ključne besede: davki, davek od dohodka, pravna oseba, davčni nadzor, davčni obračuni

Vesna Weiner

Fiscal Control of Income Tax for Legal Entities

Taxes are, on one hand, the most important source of public income and necessary for the functioning of a state, while, on the other hand, a compulsory duty that presents quite a financial burden to the taxpayers. Fiscal control is a measure of the tax authority connected with the assessment of taxpayers' loyalty to the state by means of verifying tax declarations and value-added tax returns. In Slovenia, fiscal control is carried out in accordance with the laws which pertain to taxing procedures, managing inspectorial supervision with other binding regulations and international agreements, and in accordance with the Tax Administration Act. The jurisdiction and tasks of fiscal control in Slovenia are in accordance with the aforementioned act entrusted to the Tax Administration of the Republic of Slovenia. Fiscal control is allowed until the expiration of the statute of limitations for assessment of tax duty; that is five years after the expiration of the calendar year, in which taxes should have been evaluated. The income tax of legal entities is a direct and an individual tax that forms the foundation for income taxation or profit taxation of economic entities. The tax is administered following the principle of self-taxation and amounts to a rate of 20 % of the tax base with the transitional period in accordance with the new Corporate Income Tax Act (ZDDPO-2). Tax legislation pertaining to income taxation of legal entities is quite complex and unclear, thus frequently allowing for different interpretations.

Keywords: taxes, income tax, legal entity, fiscal control, tax returns

Strategije razvoja Občine Krško

Članek poskuša povzeti smernice in strategije razvoja občine Krško v obdobju 2007–2013. V ta namen bodo preučene smernice razvoja in trenutno stanje na področju gospodarskih, družbenih in okoljskih vidikov. Kot rezultat preučevanja bodo nakazana glavna prednostna področja razvoja regije na segmentu gospodarstva, zaposlovanja, izobraževanja, varovanja in izboljšanja kakovosti voda, ustrezne komunalne ureditve ter ravnanja z odpadki. Omenjena področja so hkrati tudi glavne strateške usmeritve Regionalnega razvojnega programa Posavja v letih 2007–2013. Za uravnotežen razvoj regije Posavja, del katere je tudi občina Krško, bo bistvenega pomena sodelovanje vseh občin, povezovanje z razvojnimi in raziskovalnimi institucijami ter skupno snovanje uravnotežene razvojne politike celotnega območja.

Ključne besede: regionalni razvoj, strateške usmeritve, razvojna politika, občina Krško, Posavje

Slavica Zagrajšek

Developmental Strategies of the Municipality of Krško

The aim of this article is to summarise the development guidelines and strategies of the municipality for the years between 2007 and 2013. The development guidelines and the present situation of the economy, social, and environmental states are taken into account. The author in the article presents priority fields of economic development, employment, educational spheres as well as water conservation along with its quality improvement. Sewage and refuse disposal service is one of the key points in the development of the municipality. The above mentioned areas are strategic guidelines of The Development Programme of Posavje for the years between 2007 and 2013. For a balanced development of the Posavje region, which is a part of the Municipality of Krško, the key importance is the cooperation of all municipalities, becoming involved with developmental and research institutions, and the mutual designing of a balanced developmental policy for the complete geographical area.

Keywords: development of the region, strategic guidelines, development policy, Municipality of Krško, Posavje

Dr. Dušan Zdravković, mag. Snežana Radukić
Univerza v Nišu, Ekonomska fakulteta
Srbija

Vloga EU pri širjenju novih inštrumentov okoljskih politike (NEPI)

Članek preiskuje kako se 'novi' inštrumenti okoljske politike (NEPI) širijo znotraj držav članic Evropske Unije (EU) in kako struktura EU oblikuje usvajanje teh inštrumentov. Članek nudi empirični vpogled v uvajanje tržnih inštrumentov (okoljski davki in tržljiva dovoljenja), prostovoljnih dogovorov in informacijskih naprav (kot so okoljske oznake) tako na ravni EU kot v državah članicah. Članek predstavlja nove empirične ugotovitve o uporabi NEPI v nekaterih državah članicah.

Ključne besede: okoljsko upravljanje, novi inštrumenti okoljske politike (NEPI), varstvo okolja, okoljski standardi EU

Dušan Zdravković, Ph. D., Snežana Radukić, M. Sc.

The Role of the EU in Spreading New Environmental Policy Instruments (NEPIs)

Although most of the new Member States have serious environmental problems, all are required to accept EU environmental legislation and standards. However, governments use various instruments to achieve their policy objectives. In the nineteenth century “command and control” regulatory systems were developed for this purpose. In relation to the environment, such systems typically involve the establishment and enforcement of performance and product standards. Although traditional forms of regulation evolved in the twentieth century, a range of new environmental policy instruments (NEPIs) were also developed. This article outlines and compares the main environmental policy instruments available to the governments. This paper examines how 'new' environmental policy instruments (NEPIs) have spread within the European Union (EU) Member States and how the EU structure shapes the adoption of these instruments. The paper provides an empirical overview of how market-based instruments (eco-taxes and tradable permits), voluntary agreements and informational devices (such as eco-labels) have been introduced on both the EU level and within its member states. The paper presents new empirical findings of NEPI usage in some member states.

Keywords: Environmental management, New Environmental Policy Instruments (NEPIs), Environmental protection, EU Environmental standards

Alenka Zupan
Krka, d.d.
Slovenija

Ocena ugleda podjetja skozi prepoznavnost in poznanost

V članku predstavljam empirično raziskavo o ugledu podjetja skozi poznanost in prepoznavnost. Na izbranem vzorcu slovenskih podjetij sem testirala šest hipotez, ki se nanašajo na predpostavke teorije o ugledu. Mnogi ugled zamenjujejo z imidžem podjetja. Ugled je ovrednoten imidž, je vrednostno ocenjena podoba podjetja, ki jo le-ta kaže navzven. Imidž se oblikuje na osnovi identitete podjetja. Poznanost in prepoznavnost podjetja je predpogoj za oblikovanje ugleda, saj višja stopnja poznanosti praviloma vodi k višji stopnji doseženega ugleda. Upravljanje in ravnanje podjetja ima izjemen vpliv na to, kako bodo podjetje ovrednotili njegovi deležniki. Rezultati raziskave nam skozi oči anketiranih Dolenjske regije podajo ugotovitve, katera podjetja so bolj prepoznavna, ugledna, najprivlačnejša za investiranje – v nakup njihovih vrednostnih papirjev, kateri izbrani dejavniki so pomembni za oblikovanje ugleda podjetja in kateri so najpomembnejši viri informacij za oblikovanje mnenja o podjetju.

Ključne besede: ugled, imidž, identiteta, poznanost in prepoznavnost podjetja, vrednost podjetja in deležniki

Alenka Zupan

Estimating a Company's Credibility through Reputation and Recognition

In the article, I present the empirical study on a company's creditability through reputation and recognition. I tested six hypotheses on select Slovenian companies relating to the assumptions on reputation theories. Many swap reputation with a company's image. Reputation is an appraisal of a company's image; it is an evaluated image of a company, which is extrinsically displayed to the public. Company image is shaped in connection with a company's identity. Image of a company is the preliminary conditions in shaping an overall reputation, as higher level of recognition usually leads towards an achieved company's reputation. Management has considerable effect on how the company will be evaluated by its shareholders. Results of a questionnaire reveal, which companies are more recognisable, prestigious, more attractive for investments (i.e. lucrative in purchasing shares from), which factors are important in crafting a company's image, and which factors are the most important in developing an opinion of a company.

Keywords: reputation, image, identity, knowledge and company recognition, company value and shareholders

Sms oglaševanje – ena od sodobnih oblik oglaševanja

Nahajamo se v obdobju, kjer domuje huda konkurenca, tako da se morajo podjetja zelo truditi, da bi bila korak pred konkurenco. Zaradi tega dejavnika morajo imeti vedno nove ideje oziroma inovacije, prilagajati se morajo skoraj vsakemu posamezniku itd. Zelo pomembno pa je tudi, da se čim bolj predstavijo, da jih kupci ali potrošniki poznajo. Poleg dobrega oglaševanja pa morajo paziti tudi na proračun, ki je namenjen oglaševanju. Zaradi teh dejavnikov si podjetja izmišljajo vedno nove oblike oglaševanja, ki so cenovno ugodne.

Ena od sodobnih interaktivnih oblik je tudi SMS oglaševanje. To je način pošiljanja oglasnih sporočil, ki jih dobijo naročniki na zaslon svojega mobilnega aparata. Ti so pri nas v zadnjih letih doživeli pravi »bum« in ostali daleč najbolj razširjen oglasni medij. Če pogledamo različne statistične podatke, lahko vidimo, da si ljudje med sabo pošljejo zelo veliko SMS-jev in tudi mobilne aparate imajo vedno s sabo. Vse bolj pa se uveljavljajo tudi MMS sporočila, kar pa je še bolj primerno za oglaševalce, saj barvno oglasno sporočilo bolj pritegne bralca kot pa samo črno-belo besedilo.

Ključne besede: oglas, SMS oglaševanje, mobilni aparati, kodeks izvajanja mobilnega oglaševanja

SMS Advertising: A Modern Form of Advertising

We live in an era of sharp competition and as such businesses have to try very hard to stay a step ahead of their competitors. As such, they have to think of new ideas and innovations; they have to adjust to almost every customer individually and so forth. It is also very important how they present themselves, so that customers and consumers will recognise them. In addition to good advertising, they have to consider the budget available for advertising. For all these reasons, companies try to consider new ways of advertising – ones that are more cost effective. One of the contemporary interactive forms of advertising is by means of Short Messaging Service (SMS) or text messaging. This is a method of sending advertisements to owners of mobile phones that appear on their phone screens. Recently, this has been a boom and has become the most widely spread advertising media. If we take a look at different statistical data, we can see that people send a lot of SMS messages amongst each other. In addition, people carry mobile phones on themselves all the time. Even more popular are becoming MMS messages, which are even more convenient for advertisers, as colour advertisement attracts one's attention more than black and white written texts.

Keywords: advertisement, SMS advertising, mobile phone, code of mobile advertising

Vpliv delovanja srca in čustev na ustvarjalni proces posameznika

V svojem članku avtorica obravnava posameznikovo ustvarjalnost in vpliv delovanja čustev ter srčnega utripa na ustvarjalni proces posameznika. Človekova ustvarjalnost je bila najprej predmet psihologije, v zadnjem obdobju pa je postala zanimiva tudi v ekonomiji, saj je pomembna za razvoj posameznika, podjetja in celotne družbe. Neločljivi sopotnik ustvarjalnosti so spremembe kot njena posledica. Za lažje odzivanje na spremembo je ključna posameznikova notranja stabilnost, ki omogoča jasno razmišljanje in ustvarjalno delovanje. Avtorica izpostavlja pomen ohranjanja čustvene stabilnosti, ki omogoča spreminjanje vzorcev vedenja in prav tako način razmišljanja. Temeljna ugotovitev prispevka je, da čustvena stanja spremljajo različni vzorci delovanja srca, ki imajo učinke na kognitivno in čustveno delovanje organizma ter posledično na ustvarjalni proces posameznika.

Ključne besede: ustvarjalnost, ustvarjalni proces, čustva, srce, možgani

Ksenija Žmahar

Influences of the Heart and Emotions on an Individual's Creative Processes

In this article, the author discusses individual's creativity and the effect of working emotions and the heartbeat on the creative processes of an individual. Creativity has been an object of study within psychology; and in the last period it has become an interesting topic within economics as it is an important source for the development of the individual, company, and society as a whole. Changes are natural and imminent. To more easily react to changes the key is an individual's internal stability, which enables clear thoughts and creative activity. The author in the article emphasizes the importance of keeping emotional stability, which enables changes in behaviour patterns as well as in the manner of thinking. The basic finding from the article is that emotional state corresponds to various patterns of heart activity, which has its effects on cognitive and emotional activity of the organism, and consecutively on the creative processes of the individual.

Keywords: creativity, creative process, emotions, heart, brain

Posodabljanje znanja kot določilnica razvoja

Globalizacija in s tem vpliv tehnoloških in političnih sprememb, vse močnejše konkurence ter medsebojna tekmovalnost so privedli do potreb po novem, svežem znanju, novih metodah dela, novih informacijskih sistemih in načinih dela. V prispevku je poudarjena ključna vloga mladih, energičnih in vztrajnih raziskovalcev – diplomantov, da svojo ustvarjalnost in kreativnost prenesejo na starejšo generacijo ljudi tukaj in tudi izven meja Slovenije. Mlade bi morali vse pogostejše vključevati v razvojne inštitute in univerze ter jim dopuščati drzne ideje in zamisli. Članek pri tem analizira in primerja tri najuspešnejša vodilna učeča se slovenska podjetja, in sicer Krko, d.d., Trimo, d.d., in Adrio Mobil, d.o.o. Vsem je skupna usmerjenost v tujino, in sicer predvsem na področju posodabljanja projektnega vodenja, nadgradnje kompetenc ter informacijskega sistema. Krizo glede pomanjkanja umskih sodelavcev so v vseh treh podjetjih že zaznali, vendar jo poskušajo uravnotežiti predvsem s primerno študentsko politiko ter sodelovanjem s šolami.

Ključne besede: globalizacija, mladi raziskovalci, posodabljanje znanja, razvoj, ustvarjalnost, inovativnost, kakovost, dodana vrednost

Katja Žura

Modernizing Knowledge as a Qualifier of Development

Globalization, along with the influence of technological and political changes, increased competition, and competitiveness have precipitated the need for new knowledge, innovative working methods, latest information systems and the adoption of novel work approaches. The article thus, stresses the key role of young, energetic, persistent researchers and graduates, to encourage them to transfer their creativity to older generations, here in Slovenia and outside its borders. Young people should be included frequently in the work of research institutes and universities. Moreover, they should be allowed to incorporate new and bold ideas. In the paper, the comparison of leading Slovene companies is analyzed and compared: Krka, d.d., Trimo, d.d. and Adria Mobil, d.o.o. All companies have one characteristic in common: orientation towards foreign countries, mostly in the area of project management modernization as well as the upgrade of competence and information systems. The crisis concerning the lack of cognitive workers has been already noticed in the aforementioned companies; however, they have been attempting to balance this lack with an appropriate scholarship policy and continued cooperation with schools and institutions.

Keywords: globalization, young researchers, modernization of knowledge/skills, development, creativity, innovativeness, quality, added value