

*UNIVERSITY OF BELGRADE
TECHNICAL FACULTY IN BOR
MANAGEMENT DEPARTMENT*

**INTERNATIONAL MAY CONFERENCE ON
STRATEGIC MANAGEMENT**



**STUDENTS SYMPOSIUM ON STRATEGIC
MANAGEMENT**

BOOK OF ABSTRACTS

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STRATEGIC MANAGEMENT

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Bor, 24th-26th May 2013

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**INTERNATIONAL MAY CONFERENCE ON
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Plenary lectures:

**STRATEGIC HUMAN RESOURCE MANAGEMENT AND
FIRM PERFORMANCE IN THE INSURANCE INDUSTRY
IN MALAYSIA**

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Abstract

Given the rapid growth and development in the Malaysian insurance industry, human resources are considered a firm's key internal resource and are increasingly deployed as the source of competitiveness in an organisation. This study is among the few attempts to provide insights into the relationship between strategic human resource management (SHRM) practices and firm performance in the Malaysian insurance industry. This study argues that the future progress of Malaysian insurance industry depends on the effectiveness of the implementation of SHRM that will be a source of unique and sustainable competitive advantage. Insurance firms employing SHRM practises that are internally consistent, goal driven and attuned with the organisation's strategy are believed to be superior performers.

Factor analysis was performed to identify SHRM bundles and correlation analysis to test the relation between SHRM practices and firm performance. The study found that performance appraisal, internal communication, SHRM alignment in the organisation, and career planning were the best predictors of firm performance. The results also suggest that the integration of training & development, internal communication, and career planning (bundle) reveal a stronger and positive correlation with firm performance. The practical implications of this study revealed that insurance firms should focus on SHRM as the key success factor for human capital development. The SHRM practices need to be dynamic and holistic to attain maximum impact on firm performance.

Keywords: *Strategic Human Resources, Insurance Industry, Malaysia*

A CONFIRMATORY FACTOR ANALYSIS OF THE INTERFACES FOR REMOTE CONTROL OF MANUFACTURING SYSTEMS: USER EVALUATION INSTRUMENT

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Abstract

The process of globalization and freer movement of goods between the markets of the whole world, and especially in the economic crisis that hit the world in late 2008 have shown that classical vision of the business no longer corresponds to economic reality. This fact is emphasized when it comes to production-oriented enterprises. For example, today's need for a high degree of specialization in various narrow fields of work, and at the same time the need for a flexible manufacturing system that has to adapt to very specific, wide range of customer preferences, requires a new vision of a modern system that should unify contradictory requirements: specialization and flexibility. It would therefore be wrong to look for a solution within a classical production system and a large company. One of the foreseen solutions lies in networking and joint use of smaller production systems that include remote operation and control within a distributed and networked manufacturing systems paradigm.

The synergy of networking and communication channels is one of the essential factors in communicating and coordinating the activities of engineers in enterprises dispersed in different locations, that enables free capacities of small production systems to be used by network members/clients anywhere and anytime they are free, making the manufacturing system ubiquitous. Within this context, the issue of interfaces design and use, as one the most important enabling factors for operation and control of distributed and networked enterprises, is one of the open research questions.

The purpose of this paper is to present a methodology for evaluating user interfaces for remote control of Ubiquitous Manufacturing System and its results, that will help in future design decisions and measuring quality of use.

The methodology of confirmatory factor analysis involves the specification and estimation of factors structure models, each of which proposes a set of latent variables and its dimensions to account for covariances among a set of observed variables. The sets of concepts and dimensions currently available for interfaces evaluation vary from one author to another in terms of number of dimensions, degree of generality or specificity, and level of precision. Most of them, as they are not designed for this purpose, lack collaboration or representational fidelity dimensions. We started with identifying the set of variables which may be necessary to build a comprehensive evaluation framework and after that data collected have been underwent to second order factor analysis. Results show that user evaluation instrument consists of usability and collaboration measures. Usability comprises effectiveness, efficiency and representational fidelity measures, while collaboration counts collaboration effort, awareness, involvement and copresence.

The methodology application is illustrated through the experiment undertaken with the project of bilateral cooperation between Serbia and Portugal, financed by Serbian Ministry of Education, Science and Technological Development and Portuguese Foundation for Science and Technology.

The experiment involved 68 subjects, students at Faculty of Mechanical Engineering, University of Belgrade, Serbia, as future users of the interface for remote collaborative control of manufacturing systems. Their task was the control of CNC machine that is located at the laboratory at Universidade Minho, Guimarães, Portugal. The task consisted of connecting to the remote cell, starting a CNC machine, uploading g-code CNC program to conduct operations on the machine, remotely using the emergency stop button (which exists physically on the CNC machine), moving axes, assess the status of the machine and real-time positions of the axes.

Researchers can use this methodology when formulating models of remote control behavior, usage patterns, and overall success. Remote control interface designers can also use these results. Future research efforts should consider integration of other factors, such as contextual variables influence, such as individual (gender, age, learning characteristics etc.) and group features. Marketing executives after that can also use these results to discern differences in satisfaction across target user groups.

Keywords: *Confirmatory Factor Analysis, Manufacturing systems*

Conference papers:

CREDIT RISK MEASUREMENT

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Abstract

Every insecure fact within the banking business, as well as other forms of economic activities, represents a risk. Probability of loss represents a risk created as a result of an insecure action within the banking business. Two basic forms of banking business are cost-efficiency and risk. The adequate profit and risk control protect the capital and represent a base for the survival of the financial company and its future development. Aiming at the cost-efficiency is always followed by the fear of being exposed to the risk including the control of the credit risk, market risk of assets and liabilities, interest rate risk, risk of liabilities collection and the capital risk which is connected to the possibility of the final bankruptcy if the capitalization of the financial institution is below the required level when it comes to the risks the financial institution is facing.

For the last two decades there has been noted a significant progress within the area of credit risk management and methodology of its measurement. The credit risk models represent the main product i.e. analytical mean for the precise calculation of the probability of the borrower's bankruptcy and stating of the credit price on the basis of the anticipated level of the borrower's credit risk.

The essence of the bank's strategy is not only the question whether to take the risk or not but how great risk can the bank sustain starting from the strategic approach to business- placement of the assets in order to gain profit as well. Equal importance is placed on the bank's strategy on getting out of certain business. The management should ever more rely on business professionalism based on the modern and even aggressive marketing, strategic planning, financial management, modern technology and managing informational system. The risk is an intrinsic component of each average and normal credit business. In the banking business different aspects of identification and classification of the risk are observed as well as the presentation of the key components of the modern risk management. There is shown basic division of the risk in the

banking business executed in accordance with the classification of the Banking Association of Central and Eastern Europe, as well as the classification in accordance with the Basel Committee on Bank Supervision (BIS).

The incentive for improvement of the manner in which the credit risk in banks is managed comes from the new international regulation on bank business, stated through new Basel III. The banks shall be asked to increase the operational assets in case of market disturbance which represent the upgrading of Basel II. The basic elements of Basel II have been discussed in the dissertation. The improvement of the manner in which the credit risk is managed is the promotion of a stabile and healthy bank which is in the position to create the value for its shareholders. The above mentioned facts and their implications have set the route of the research for this study.

SINGLE APPROACH TO THE DEVELOPMENT OF MULTI-PROJECT MANAGEMENT IN THE MANUFACTURING COMPANY OF CORPORATE TYPE

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Abstract

Tendencies in contemporary management led to proposal display of implementation of multi-project organization into manufacturing company of corporate type, in accordance to existing programs and projects. Through the display of possible proposals of reorganization, as one of the solutions, the office for support of multi-project management was proposed. Improvement of the system would represent the continual process of transition into more complex form of software support along with respect of all previously defined and used tables and project templates. It is assumed that software MS Project package still does not apply in the company. However, even the best tool cannot replace the skill of good assessment. It only represents an important aspect for company's success, in order to accomplish the necessary connection between demands of the company, human element and technological solutions that

facilitate and improve the process of multi-project management. The analysis of displayed solution is heading towards company's adjustment to bases of the system for multi-project management based on software MS Project application. Ultimately, all above mentioned cannot be achieved without good information system on the level of the company, which would constitute the basis for achieving these goals.

Keywords: multi-project management, company, development, information system.

STRATEGIJSKI MENAĐŽMENT PRIVLAČENJA STRANIH DIREKTNIH INVESTICIJA U TURIZAM LOKALNE DESTINACIJE

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Izvod

Mnoge zemlje u razvoju vide u turizmu mogućnost povećanja izvoznih prihoda i smanjivanja nezaposlenosti. One često poseduju kvalitetne turističke resurse i komparativnu prednost ali da bi komparativna prednost prerasla u konkurentnu, potrebna su velika ulaganja, za koja one nemaju sredstava. Pred strategijskim menadžmentom ovih zemalja ali i njihovih lokalnih samouprava je zadatak da pronađu strategiju kojom će privući strane investitore dok strani investitori očekuju da pri donošenju odluke vide pouzdanu analizu opravdanosti ulaganja zasnovanog na afirmisanim metodologijama. U eri globalizacije, koja je pooštrila konkurenciju među turističkim destinacijama, za njihov dalji razvoj i privlačenje stranih investitora od posebnog značaja su informacije vezane za strana tržišta i vladajuće trendove na njemu ali istovremeno i konkurenciju na domaćem tržištu. Iz ovih razloga, u radu će se primeniti dobro poznati model Porterovih pet sila na Divčibare kao planinsku turističku destinaciju sa raznovrsnim i očuvanim turističkim resursima, u blizini Beograda. Proveriće se dali se na ovakav način može pronaći okvir za određivanje šansi i opasnosti za

razvoj turizma ovog planinskog mesta i sagledati mogućnost ojačavanja njegove pozicije u odnosu na pet sila, kako bi se definisala strategija za privlačenje stranih direktnih investicija.

Ključne reči: Porterove sile, strane direktne investicije, turizam, Srbija.

Abstract

Today many developing countries are looking in tourism a chance to boost export revenues and solution to reducing unemployment. They have a range of touristic resources and comparative advantage, but in order for comparative advantage to transform into a competitive advantage; great investments are necessary, which they are unable to afford. The task for strategic management of these countries and their local government is to find a strategy that will attract foreign investors, while foreign investors, when making a decision, expect to see a reliable analysis of the feasibility of the investment, based on affirmed methodologies. In the era of globalization, which has tightened the competition among tourist destinations, for their further development and attraction of foreign investors of particular importance is information related to foreign markets and trends, but at the same time competition in the domestic market. For these reasons, in this paper, the author will apply the well-known Porter's five forces model on Divčibare, a mountain tourist destination near Belgrade with variety of preserved tourist resources.

Furthermore, we will test whether in this way we can find a framework for determining opportunities and threats for the development of tourism in this mountain place and consider the possibility of strengthening its position in relation to the five forces, in order to define strategies for attracting Foreign Direct Investments.

Keywords: Porter's five forces, foreign direct investments, tourism, Serbia.

SUBCULTURE AS A DETERMINANT OF CONSUMER BEHAVIOR

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Abstract

Under the influence of culture comes to the socialization of the individual, so that culture is the framework in which consumers establish goals and acceptable means for achieving the objectives of the consumer. Subculture on the basis of religion, dominated by abstract material elements of culture, have strong influence on the economic system, political system and organization, and most of all social relations, formation of attitudes, lifestyles and consumer behavior. In the communities where you have several religions, the intensity of these subcultures influence on the behavior of consumers is lower. The aim of this paper is to show a number of specifics that Islam as a religion has and the influence stemming from its influence on consumer behavior, as well as showing the intensity of the impact of religion in the aforementioned countries where they do not affect other religions except Islam.

Keywords: *consumer behavior, subculture, religion*

POTKULTURA KAO ODREDNICA PONAŠANJA POTROŠAČA

Karolina Perčić, Milan Stamatović, Ivana Radojević

Izvod

Pod uticajem kulture dolazi do socijalizacije pojedinca, tako da kultura predstavlja okvir u kojem se formiraju ciljevi potrošača i prihvatljiva sredstva za ostvarivanje potrošačkih ciljeva. Potkulture na religioznoj osnovi, u kojima dominiraju apstraktni nad materijalnim elementima kulture, imaju izuzetno jak

uticaj na ekonomski sistem, politički sistem i uređenje, a najviše na društvene odnose, formiranje stavova, način života i ponašanje potrošača. U zajednicama gde deluje više religija, intenzitet uticaja ovih subkultura na ponašanje potrošača je slabiji. Cilj ovog rada je da se ukaže na brojne specifičnosti religije islam i uticaj koji proizilazi iz njegovog delovanja na ponašanje potrošača – muslimana, kao i prikazivanje intenziteta uticaja pomenute religije u državama gde ne deluju druge religije osim islama.

Ključne reči: ponašanje potrošača, potkultura, religija

THE STUDY ON ABILITY LEVEL OF COLLEGE INSTRUCTORS IN PAKISTAN

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Abstract

The objective of this study is to find out the instructor s capability rank and examine the association between instructor educational level, experience, and college size and instructor ability of instructors at colleges in Pakistan. Questionnaire method of survey was used for data collection. 750 instructors were selected by simple random sampling methods from nine educational regions, 18 post graduate colleges, under the directorate of Higher educations of pakistan. Questionnaire was used as data collection instrument in this study, constructed by the researcher. The Cronbach s Alpha coefficient for the reliability was 0.96. The used instrument consisted of two parts; first part include independent variables, second part was 5- rating scale questionnaire pertaining to instructor capability. Descriptive statistics; percentage, average (arithmetic mean), standard deviation as a statistical tool was used to analyze data to find out the instructor s capability intensity and used the Pearson s Product Moment Correlations Coefficient to examine the association among instructor educational level, experience, college size and instructors capability.

The result exposed three features that the majority of (1) the instructors (92.88%) hold master degree or higher degree; about (6.23%) instructors hold bachelor degree. Most of the instructors (71.07%) had teaching experience of more than 10 years. (2) The instructor level of capability of instructor at colleges in Pakistan was at high level. 'Instructorship' was the highest instructor ability. In order from the highest to the lowest of nine capability areas, the ranking was instructorship; psychology for instructor; learning capacity and assessment; classroom management; learning management; information technology and educational innovation, language and technology for teachers; curriculum development; and educational research. 3) An analysis of the relationship between instructor educational level, instructor experience, and school size and instructors competence of instructor was conducted. This was carried out in Khyber paktwnkwa provinces of Pakistan by using Pearson P!

roduct Moment Correlation Coefficients. The results show that: (a)There was a positive relationship, between instructor educational level and instructor experience, instructor skill areas in verbal communication and technology for instructors, curriculum expansion, and learning research. (b) There was positive association between teaching experience and college size, instructor competence areas of curriculum development: This was a negative relationship with ability areas in language and technology for instructors and educational innovation and information technology.

The results provide numerous guidelines for prospect study and practice. The results prove that the value of specialized instructor standards of knowledge and experience for instructor and educators and its relations in the framework of the colleges in the four provinces of Pakistan

MEASURING STUDENTS SATISFACTION AT ONE PRIVATE UNIVERSITY IN SERBIA

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Abstract

In recent years, satisfaction of students becomes extremely important for teachers, colleges and universities. There are a significant number of studies that show a high degree of positive correlation between student retention and overall student satisfaction. This paper presents the results of student satisfaction survey, how students are satisfied with studies that have enrolled. Survey is conducted in one private university in Serbia. The sample included 173 students. The questionnaire is divided into two parts that relate to demographic research and student satisfaction survey. Demographic research covers general questions about the students, and student satisfaction survey includes two parts: how students are satisfied with the studies they started and how they are satisfied with work and study environment.

ULOGA REVIZIJE U SPREČAVANJU I OTKRIVANJU KRIMINALNIH RADNJI U FINANSIJSKIM IZVEŠTAJIMA

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Izvod

Kompleksnost i stalno mijenjanja pojavnih oblika zloupotreba u poslovanju, nosi veliku opasnost da nezakonitosti, sa materijalno značajnim uticajem na finansijske izvještaje, neće pravovremeno biti spriječene i otkrivene. U

uslovima kada nastupi krah određenog privrednog subjekta, kao prvo nameće se pitanje, ko snosi odgovornost za finansijske posledice koje su nastupile.

I pored toga što su institucije (IASB, IOSCO i IFAC) kao i drugi akteri odgovorni za kvalitet finansijskog izvještavanja kako na globalnom tako i na nacionalnom planu, doprinijeli razvoju računovodstva i unapređenju kvaliteta finansijskog izvještavanja, poslednjih godina suočeni smo sa brojnim finansijskim skandalima. Naročito su u ekonomiji rasprostranjene kriminalne radnje zaposlenih – „bele kragne“ (whitw – collar crime), pre svega kod menadžmenta. Posebno se ističe primer kompanije Enron, koja je uz pomoć svoje ovlašćene revizorske kuće, lažirala svoje finansijske izvešteje. Lažiranje finansijskih izveštaja ne samo od strane menadžmenta ove kompanije, već i od mnogih drugih, pored toga što je nanelo štete investitorima i poveriocima, dovelo je u pitanje pouzdanost finansijskih izveštaja i ozbiljno uzdrmla celu svetsku privredu.

Teorija i praksa revizije ne može sebi dopustiti slobodu da pitanje kriminalnih radnji u finansijskim izveštajima posmatra odvojeno i isključivo u okviru domena svog interesovanja. Već, se nameće kao nužnost da se profesionalne organizacije i pojedinci iz oblasti računovodstvene i revizorske teorije i prakse upoznaju sa samim pojmom, prirodom, kao i tehnikama lažnog finansijskog izvještavanja.

Ključne riječi: Revizija, finansijski izvještaji, kriminalne radnje, prevare, interna revizija.

THE ROLE OF AUDIT IN PREVENTING AND DETECTING FRAUD IN FINANCIAL REPORTS

Kalač Ruždija

Abstrakt

The complexity and continuous changing of forms of abuse in business, bear a great risk that illegal acts with a material impact on the financial statements will not be promptly detected and prevented. Under conditions when a crash of an

economic entity occurs, the first question that arises is who is responsible for the financial consequences that occurred.

Despite the fact that the institutions (IASB, IOSCO and IFAC) and other actors responsible for the quality of financial reporting in the global and national level, have contributed the development of accounting and financial reporting quality improvement, in recent years we were faced with numerous financial scandals. Especially in the economy are widespread criminal acts of employees - "white collar" (white - collar crime), primarily in management. Special attention is given to the example of a company Enron, which has with the help its authorized audit companies, faked its financial statements. Faking of financial statements not only by the management of this company, but also by many others, not only caused harm to investors and creditors, but has also brought into question the reliability of financial reporting and seriously shook the entire world economy.

Theory and practice of audit cannot afford itself the freedom to observe separately and exclusively within the domain of its interest the issue criminal activity in financial statements. But, what is imposed as a necessity is that the professional organizations and individuals from the field of accounting and audit theory and practice meet with the very concept, nature and techniques of fraudulent financial reporting.

Keywords: Audit, financial reports, criminal activity, fraud, internal audit.

IMPORTANCE OF ORGANIZATIONAL CULTURE IN MODREN ENTERPRISE OPERATION

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Abstract

Organizational culture phenomenon explains internal environment of each company. Organizational culture is manifested through common spirit and way

of thinking of all employees in the company. Taking into account all the factors that contribute to business success, such as planning, organization, management, control, motivation and others organizational culture also has a very important role. First of all, the author points to the notion and characteristics of organizational culture, then considers it through its functions, which determine how employees will behave in the company. Furthermore, the author analyzes the strength of organizational culture in order to improve the company's operations.

Keywords: *organizational culture, functions, strength, company*

THROUGH INSTITUTIONALIZING OF THE PROCESS OF ORGANIZATIONAL LEARNING TO BETTER ORGANIZATIONAL PERFORMANCE AND INCREASED ORGANIZATIONAL COMPETITIVENESS

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Abstract

Organizational learning should be an integral part of the way of "life" in each organization. That strengthens the competitive ability, the team spirit, and it leads to greater sanity, confidence and culture behavior at work. Therefore, management must encourage and stimulate organizational learning. When the question is "who should learn," then the answer is simple: everyone should learn, because everyone can work better and easier to solve the problems facing in everyday work. Only with a solid knowledge, workers can be creative and can contribute for improvement of the organizational performance and results of the work in the organization. The investment in technology and equipment is an important factor, but they as inputs do not provide organizational growth and development, not even competitive advantage, without adequate investment in human resources.

The global trend of institutionalizing the process of organizational learning has largely derived from the need for increased total work qualifications, in relation to the work claims or in other words to create "smart workforce".

From a socio-economic point of view, organizational learning is a significant comparative advantage at the local level and provides better organizational performance and increased organizational competitiveness. This role of organizational learning is sufficiently strong motive for exploring its impact, especially on the efficiency and effectiveness of the organization and its competitiveness. In addition, organizational performance occurs as a basic precondition for the successful design of processes, products or services, as well as to achieve the aim of the work of each organization, which is creating an added or new value.

keywords: organizational learning, organizational performance, competitiveness.

ZNAČAJ FINANSIJSKIH INFORMACIJA ZA MERITORNO ODLUČIVANJE

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Izvod

Poslovanje u savremenim uslovima privređivanja izložen je brojnim promenama. Da bi osigurali opstanak i razvoj na tržištu, preduzeća se moraju prilagođavati tim promenama. Proces prilagođavanja mora biti kontrolisan i usmeravan od strane menadžmenta preduzeća. Poslovanje u savremenim uslovima privređivanja stavlja akcenat na upravljanje, koje nije moguće bez odgovarajuće informacione podloge. Odluke donete od strane menadžmenta preduzeća treba da budu bazirane na informacijama koje su sadržane u finansijskim izveštajima. U stručnoj literaturi se pod finansijskim izveštajem podrazumeva proces obezbeđenja kvantitativnih finansijskih informacija o preduzeću i njihovog saopštavanja korisnicima, tj. donosiocima odluka. Analizom informacija dobijenih iz finansijskih izveštaja smanjuje se rizik odlučivanja. Ovakav način donošenja odluka uči menadžere kako da spreče

upravljanje pomoću mišljenja, odnosno uči se menadžment da upravlja po principu „treba mišljenje“ umesto „ima mišljenje“. Menadžmentu preduzeća su sve više potrebne informacije o budućnosti. Efikasnost upravljanja, odnosno meritornog odlučivanja na osnovu finansijskih informacija pretpostavlja usmerenost finansijskih informacija prema postavljenim finansijskim ciljevima i kristalisanje finansijskih informacija relevantnih za ostvarivanje finansijskih ciljeva.

Ključne reči: *finansijske informacije, tržište, menadžment preduzeća, odlučivanje.*

IMPORTANCE OF FINANCIAL INFORMATION FOR DECISION MAKING

Slavica Ostojić, Ivan Ivanović, Nemanja Damnjanović

Abstract

Business in the modern economic environment is exposed to a number of changes. In order to assure the survival and development on the market, companies must adapt to these changes. The adjustment process must be controlled and directed by the company's management. Business in the modern economic environment places an emphasis on management, which is not possible without adequate information basis. The decisions made by the company's management should be based on the information contained in the financial reports. In the literature financial reporting is considered as a process that is providing quantitative financial information about the company and their notification to the user, ie. decision-making. The analysis of information obtained from financial reports can reduce the risk of decision making. This method of decision-making teaches managers how to prevent operation with an opinion, that the management learns to operate under the principle of "to think" instead of "has an opinion." Company's management more and more need information about the future. Management effectiveness and merit-making

based on financial information presumed direction of financial information to set financial goals and crystallization of financial information relevant to the achievement of financial goals.

Keywords: *financial information, market, company management decis*

3D OBJECT VISUALIZATION BASED ON STRUCTURED LIGHT

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Abstract

This paper reviews the existing methods for visualization of 3D - objects based on structured light. It also presents some of the encoding methods, as well as the structured light calibration methods. The analysis of the existing methods, encoding and calibration methods aims to point out the advantages and disadvantages of applying structured light to the domain of identifying 3D objects. Structured light has a lot of advantages but it also exhibits two disadvantages reflected in its rather complicated use and the fact that there is a class of objects whose visualization cannot be performed with structured light.

Keywords: *3D visualization, structured light, encoding, calibration*

THE CONCEPTS OF FIT AND FLEXIBILITY IN THE STRATEGIC HUMAN RESOURCE MANAGEMENT IN ORDER TO ATTAIN SUSTAINABLE COMPETITIVE ADVANTAGE

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Abstract

The purpose of this paper is to point out of the ways in which the strategic human resource management(SHRM)can create a sustainable competitive advantage if it achieves two essential goals: organizational flexibility (both resource and coordination flexibility) and fit (both external and internal). In order to do so, we present a framework that provides a theoretical foundation for understanding the strategic role of human resources in organizations through both: fitting important aspects of the HR system to the strategic needs of the firm and building these components to enable flexible response to a variety of strategic requirements.

First, the paper will examine the concepts of fit and flexibility and their relationship with one another. An important aspect of the strategic human resource management is the concept of fit or integration. Strategic HRM is an asset for linking HRM with strategic business content. HR strategy should be linked to the business strategy (vertical integration), mainly because of their mutual replenishment and support in the definition, in order to serve as a basis in the business planning process. Horizontal integration (linking various HR strategies in a unit) aims to achieve a coherent approach in managing people, where different practices are mutually supportive. Researchers in the area of strategic HRM emphasize that in the current complex and dynamic environment, organizations require flexibility to adapt to the diverse and changing requirements.

At a first sight, it may seem that the desire for strategic fit and the need for organizational flexibility are in the conflict. Indeed, although the relationship between fit and flexibility in the context of the strategic HRM is not well

understood, there is little understanding as to the definition and value of each of them.

Based on this work, we propose a model of strategic HRM, which includes both fit and flexibility components. These assumptions about the model suggest difficulty for its achievement, which actually represents the only way in which firms can achieve competitive advantage. Considering that sustainable competitive advantage results from resources and capabilities that are considered valuable, rare, irreplaceable and difficult to imitate, thus achieving fit is difficult due changes in environment. Especially for firms that operating in unstable competitive environments, developing ability for flexibly achieving fit with constantly changing strategic needs represents a huge strategic asset.

Strategic HRM should simultaneously promote fit and flexibility and should represent a constant demand of the ways in which the unique firm's resources should be used at the right time to respond to the changing environment. The achievement of these goals at the same time allows the origination of a dynamic fit, able to create a firm that renews itself, and at the same time, it gives to firm fast response ability to environmental requests.

Keywords: *strategic HRM, organizational flexibility, external fit, internal fit, sustainable competitive advantage*

DINAMIC INVENTORY MANAGEMENT: A CASE STUDY OF AN BUSSINESS PRODUCTION SYSTEM

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Abstract

Dinamic inventory management plays a very important role in each company operations. As a main goal of any profitable organization profit making could be achieved through satisfied customers. The buyers will be satisfied if They receive the product exactly as They want and when They want. To remain customer loyalty to the organization, product must be available for them at any time. To achieve this, organization invests time and money to produce or buy a product the customer want, place it in storage, create a system that will control

the entire process and take care of it. It's extremely important in every moment information about the state of the stock to be accurated. This could be achieved by centralized database implemented to business production system where all the required data and changes in the number of stock will be entered and from which it will receive the necessary information about them. So the goal is to manage inventory properly, provide a sufficient quantity of the inventory for the planned production and sale, as well as meeting every customer demand with minimum cost.

Company whose selling assortment includes its own products as well as products originated from imports or domestic producers is presented in this paper. This system consists three interconnected parts: a products database, a desktop application composed of two forms – the input products form and inventory form and web application that enables suppliers and raw material distributors to see the current stock status at any time and respond promptly. Database „bazainventara" was created in WampServer2.2. For desktop application Visual Studio 2010 was used as a developing environment and C # as programming language. Web applications „Home Fitness" was also made by Visual Studio2010, Asp.Net.

Keywords: *dynamic systems, inventory management*

DINAMIČKO UPRAVLJANJE ZALIHAMA: PRIMER POSLOVNO PROIZVODNOG SISTEMA

Zorica Stosić, Ivan Mihajlović

Izvod

Dinamičko upravljanje zalihama na pravi način ima vrlo važnu ulogu u poslovanju svakog preduzeća. Osnovni cilj svake profitabilne organizacije je ostvarenje profita, a to se postiže zahvaljujući zadovoljnim kupcima. Kupac će biti zadovoljan ukoliko dobije proizvod baš onakav kakav želi i u trenutku kada želi. Dakle, organizacija mora u svakom trenutku imati pripremljen proizvod za kupca da bi isti ostao lojalan organizaciji. Da bi to postigla, ona ulaže vreme i

novac kako bi proizvela ili kupila proizvod koji kupac želi, smestila ga u skladišni prostor, napravila sistem koji će ceo proces da kontroliše i vodila računa o njemu. Pritom je vrlo važno da u svakom trenutku poseduje tačne informacije o stanju na zalihama, a da bi se to postiglo, potrebno je u odgovaraći poslovno proizvodni sistem (PPS) implementirati centralizovanu bazu podataka u koju će se upisivati svi podaci i promene u broju zaliha i iz koje će se dobijati potrebni podaci o istim. Dakle cilj je pravilno upravljati zalihama, obezbediti dovoljnu količinu istih za funkcionisanje proizvodnje i prodaje po planu, kao i ispunjenje zahteva svakog kupca uz minimalne troškove.

U ovom radu smo predstavili jednu takvu celinu na primeru preduzeća čiji prodajni asortiman obuhvata sopstvene proizvode kao i proizvode koji su poreklom iz uvoza ili od domaćih proizvođača. Ovakva jedna celina sastavljena je iz tri međusobno povezana dela: baze podataka o proizvodima, desktop aplikacije koja se sastoji iz dve forme, za unos proizvoda i zaliha i web aplikacije koja omogućava dobavljačima i distributerima repromaterijala da u svakom trenutku mogu da vide trenutno stanje na zalihama i da blagovremeno reaguju. Za kreiranje baze podataka koristili smo WampServer2.2, za desktop aplikaciju razvojno okruženje Visual Studio 2010, programski jezik C#, dok je za web aplikaciju „Home Fitness” korišćen takođe Visual Studio2010, Asp.Net.

Ključne reči: *dinamički sistemi, upravljanje zalihama*

PRIMENA GENETIČKOG ALGORITMA U OPIMIZACIJI U UPRAVLJANJU LANCEM SNABDEVANJA PREDUZEĆA SA USLUŽNOM DELATNOŠĆU

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Izvod

U radu je izložena metodologija optimizacije primenom genetičkog algoritma u upravljanju lancem snabdevanja preduzeća koje se bavi uslužnom delatnošću, sa konkretnim primerom na trgovinsko preduzeće koje se bavi velikoprodajom.

Modifikovan je poznati model upravljanja snabdevanjem proizvodnog preduzeća u kome se zanemaruju parametri koji modeluju troškove proizvodnje i zaliha sirovina.

Optimizara se vrednost količine proizvoda koju kupac naručuje da bi se dobili minimalni troškovi lanca snabdevanja. Pokazuje se da genetički algoritam može dati dobre rezultate u optimizaciji u upravljanju lancem snabdevanja i drugih tipova preduzeća.

Ključne reči: *genetički algoritam, optimizacija, upravljanje lancem, snabdevanja*

Abstract

The paper presents an optimization methodology by use of genetic algorithm in supply chain management of company with service activity, concretely in example of wholesale trading company. The known model of supply chain management of manufacturing company was modified by the ignoring of parameters which modeling the manufacturing cost and material stocks cost. The value of products quantity which is ordered from customer is optimized for obtaining the minimal supply chain cost. It is shown that genetic algorithm can give good results in optimization in supply chain management of this and other company types.

Keywords: *genetic algorithm, optimization, supply chain management*

ANALIZA RIZIKA NA PROJEKTU „IZGRADNJA PORODIČNE KUĆE“

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Izvod

U ovom radu se razmatra analiza potencijalnih rizika na projektu „Izgradnja porodične kuće“. Najpre je izvršena identifikacija svih potencijalnih rizičnih događaja na projektu. Zatim je izvršena detaljna analiza uticaja rizičnih događaja na ciljeve projekta kroz istraživanje prirode pojedinih rizičnih

dogadaja, i procena verovatnoće nastupanja rizičnih događaja. Nakon analize rizika definisane su upravljačke akcije kojima bi se rizični događaji sveli na minimum, i u poslednjoj fazi procesa upravljanja rizikom predložen je način kontrole sprovedenih reakcija. Ponavljanjem ovih faza postiže se kontinuirani proces upravljanja rizikom čime se obezbeđuje efikasna zaštita od mogućih evidentiranih rizičnih događaja. Cilj rada je da se ukaže na značaj procesa upravljanja rizikom, i kako se njegovom primenom može uticati na kvalitet realizacije projekta. Ovakvim proaktivnim delovanjem u rešavanju rizičnih događaja se sprečava ili minimizira uticaj potencijalnih rizika na ciljeve projekta.

***Ključne reči:** Rizik, Analiza rizika, Upravljanje projektom.*

RISK ANALYSIS OF THE PROJECT “BUILDING A HOUSE”

Ivan Jovanović

Abstract

this study analysis the potential risks of the project, „building a house“. the identification of potential risk events on the project is done at the begining. then a detailed analysis of the impact of risk events on the project objectives through exploration of the nature of individual risk events, and estimate the probability of occurrence of risk events. after analyzing the risks control actions are defined to minimize risk events, and in the last stage of the risk management method is proposed to control the implemented reaction. by repeating these stages a continuous risk management process is achieved which provides efficient protection against the possible risk-recorded events. the aim is to highlight the importance of risk management, and how its implementation will affect the quality of the project. such proactive actions to solve risk events are being used to prevent or minimize the impact of potential risks on project objectives.

Key words: Risk, Risk Analysis, Project Management.

IZRADA PLANA REALIZACIJE PROJEKTA „UREĐENJE I TURISTIČKA PREZENTACIJA LOKALITETA CARIČIN GRAD“

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Izvod

U ovom radu se razmatra Plan realizacije projekta kao jedan od neophodnih dokumenata kod donošenja investicionih odluka na projektu. Plan realizacije projekta je urađen na primeru uređenja i turističke prezentacije lokaliteta „Caričin Grad“. Projekat je planiran u celini i to kroz globalno planiranje do detaljnog planiranja svake pojedinačne aktivnosti. Detaljno je razradjen vremenski plan, plan potrebnih resursa kao i planiranje troškova. Definisani su ključni faktori rizika, analiza i procena kao i planiranje reakcije na rizik. Za planiranje, realizaciju i kontrolu projekta korišćen je softverski program MS Project 2010.

***Ključne reči:** Plan projekta, upravljanje projektom, investiciona odluka, MS Project.*

DEVELOPING PROJECT IMPLEMENTATION PLAN "ARRANGING AND TOURIST PRESENTATION OF THE LOCALITY CARICIN GRAD"

Suzana Randelović, Ivan Jovanović

Abstract

in this paper the project plan is one of the necessary documents when making investment decisions on the project. project plan was done in the example of the plan for arranging and tourist presentation of the locality „caricin grad“. the project is planned as a whole and from the global planning to detailed planning

of each activity. the time plan has thoroughly worked out, plan of the necessary resources and planning costs. key risk factors are carefully defined, analysis and evaluation, also and planning of the risk. for the planning, implementation and control of the project is used computer software ms project 2010.

Keywords: *project plan, project management, investment decision, ms project.*

ULOGA SPOLJNOTRGOVINSKE POLITIKE U PROCESU PRIDRUŽIVANJA EU

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Izvod

Značaj spoljne trgovine za privredni razvoj je teorijski detaljno proučen, a u praksi i potvrđen. U tom pogledu ni novopridružene zemlje EU (grupa nekadašnjih zemalja u tranziciji) nisu izuzetak. Višedecenijska autarhičnost je spoljnu trgovinu svodila u krute okvire bilateralizma. Otuda je fenomen tranzicije bio posebno interesantan ukoliko se posmatrao iz ugla spoljne trgovine.

Ključne reči: *Evropska unija, spoljnotrgovinska i carinska politika, transformaciona recesija*

Abstract

The importance of foreign trade for economic development is studied in detail theoretically and in practice confirmed. In this respect, any new EU states (the former group of countries in transition) are no exception. Decades of autarchy's foreign trade was reduced to a rigid framework of bilateralism. Hence the phenomenon of transition was particularly interesting if observed from the foreign trade.

Keywords: European Union, foreign trade and customs policy, transformational recession

AFIRMACIJA ULOGE BANKARSKOG SEKTORA U KONSTITUISANJU NOVOG POSLOVNOG AMBIJENTA NA FINANSIJSKOM TRŽIŠTU REPUBLIKE SRBIJE

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Izvod

Implementaciju finansijskog tržišta u Srbiji karakteriše raskorak između teorijskih i stručnih zalaganja i same prakse funkcionisanja finansijskog tržišta. Iako su stvoreni neophodni preduslovi za uvođenje funkcija finansijskog tržišta u domenu normi kojima se reguliše ova oblast poslovanja, radi se samo o početnoj fazi da bi se finansijsko tržište konstituisalo, a efekti funkcionisanja bitno su uslovljeni njegovom potpunom implementacijom. U ovom radu pažnju posvećujemo bankarskom sektoru, kao najvažnijem učesniku na finansijskom tržištu Srbije, zbog njegove uloge u prikupljanju i plasiranju finansijskih sredstava. Reformom bankarskog sektora stvoren je neophodan preduslov za razvoj tržišne privrede, a finansijsko posredovanje je osnovni put kojim se sredstva kreću od kreditora ka dužnicima. Imajući u vidu da finansijski sistem ima dosta problema, na kraju rada ukazaćemo na osnovne preporuke za njegove otklanjanje ranjivosti.

***Ključne reči:** bankarski sektor, finansijski sistem, finansijsko posredovanje, centralna banka, depozitno finansijske institucije, regulativa.*

RECOGNITION OF THE BANKING SECTOR ROLE IN CONSTITUTING THE NEW BUSINESS ENVIRONMENT IN THE SERBIAN FINANCIAL MARKET

Jelena Božović

Abstract

Implementation of the Serbian financial market is characterized by the discrepancy between theoretical and professional intercession and the practice

of financial market functioning. Although the necessary preconditions for introducing financial market functions have been created, in the domain of standards governing this field of business, only initial phase to constitute financial market have been concerned, and the functioning effects are significantly conditioned by the full implementation thereof. In this paper the attention is given to the banking sector, as the most significant player in the Serbian financial market, due to its role in collecting and placing the accumulation. By reform of the banking sector, the required precondition for the development of market economy has been created, and financial intermediation is a basic route by which resources travel from creditors to debtors. Taking into account that financial system has plenty of issues, we shall point out the basic recommendations for eliminating its vulnerability.

Keywords: *banking sector, financial system, financial intermediation, central bank, depositary financial institutions, regulatory rules.*

FUNKCIJA USKLADJENOSTI POSLOVANJA (COMPLIANCE) U BANKAMA

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Izvod

Zadatak compliance funkcije je da obezbedi da se u banci uredjuju i poštuju nacionalni i internacionalni bankarski i finansijski zakoni i propisi, koji se odnose na kontrolu uskladjenosti poslovanja banke. U sve složenijem regulatornom okruženju, funkcija uskladjenosti poslovanja dobija sve više na značaju. Radi unapredjenja zdrave prakse u bankarskim institucijama, na osnovu politike i procedure compliance funkcije menadžment preduzima odgovarajuće akcije kako bi se otklonili nedostaci u compliance funkciji u banci. Nepridržavanje visokih standarda poslovne prakse neumitno dovodi do neuskkladjenosti, koji obuhvata rizik od finansijskih gubitaka, ali i do širenja

negativnog publiciteta. Iz tih razloga fokus istraživanja u ovom radu je ukazivanje na neophodnost identifikovanja compliance funkcije, njenih principa i upravljanja tim rizikom. Osnovni cilj ovog rada je u pružanju preporuka za poboljšanje compliance funkcije radi kontinuirane uskladenosti bankarskog poslovanja.

Ključne reči: *komplajans, principi komplajansa, funkcije komplajansa, rizik komplajansa, etika, poslovna kultura, pranje novca, outsorsing.*

BUSINESS COMPLIANCE FUNCTION IN BANKS

Jelena Božović, Ljiljana Savic

Abstract

The task of compliance function is to provide that banks regulate and comply with the national and international banking and financial laws and regulations relating to the control of bank business compliance. In more and more complex regulatory environment, the business compliance function is more and more significant. In order to improve healthy practice in banking institutions, based on policy and procedure of the compliance function, the management shall take appropriate actions to remove deficiencies in compliance function in banks. Noncompliance with the high standards of business practice inevitably leads to noncompliance, including the risk of financial loss, but also to the spread of negative publicity. For these reasons, the focus of research in this paper is to point out the necessity of identifying the compliance function, its principles and the risk management. The basic objective of the paper is to provide the recommendations for improving the compliance function for the purpose of continuous banking business compliance.

Kewwords: *compliance, principles of compliance, compliance functions, compliance risk, ethics, business culture, money laundering, outsourcing*

ENERGETSKA EFIKASNOST I POTENCIJALI RIZIKA

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Izvod

Republika Srbija danas ima realno nizak stepen energetske efikasnosti. Države zapadne Evrope po kvadratnom metru potroše manje od 100 kilovat sati energije godišnje a u našoj zemlji potrošnja je tri puta veća. Od ukupno potrošene električne energije u Srbiji, polovinu potroše građani u svojim domaćinstvima a čak 65% te energije, odnosi se na grejanje. Štednja je neophodna na svim nivoima i u svim procsima, jer Srbija u nekim oblastima troši pet puta više primarne energije po jedinici bruto društvenog proizvoda nego razvijene zemlje. Utrošak energije u nekim sektorima je čak četiri do pet puta veći od utroška razvijenih zapadnih zemalja. Zbog toga privreda proizvodi robu koja nije konkurentna, a država uvozi električnu energiju, gas i druge energenate. Neke studije pokazuju da ogromni nuklearni i fosilni projekti pokrenuti u bližem i daljem okruženju, onemogućavaju potrebu za uštedama energenata i povećanje ukupne energetske efikasnosti na globalnom nivou. Samim tim se uskraćuje generisanje realne socijalne i ekonomske koristi za sve a posebno preduzećima i kompanijama. U radu se daje prikaz savremenih pristupa pri sagledavanju i analizi rizika u kontekstu energetske efikasnosti privrede R. Srbije sa predlogom preventivnih mera i postupaka ka ostvarenju njenog ukupnog poboljšanja/maksimiziranja

Ključne reči: *Energetska efikasnost, rizik, privreda, energenti, sinergija*

ENERGY EFFICIENCY AND POTENTIAL RISK

Slobodan Radosavljević, Milan Radosavljević Jovana Radosavljević

Abstract

Republic of Serbia today has really low level of energy efficiency. Western European countries spend per square foot less than 100 kilowatt hours of energy per year in our country is spending three times as much. Of the total electricity consumed in Serbia, citizens spend half of their households and even 65% of that energy is related to the heat. Saving is necessary at all, and in all nivoma procs, because in some areas Serbian consumes five times more primary energy per unit of GDP than developed countries. Energy consumption in some sectors is four to five times higher than consumption in developed Western countries. Therefore, the economy produces goods that are not competitive, and the country imports electricity, gas and other Energen. Some studies show that the vast nuclear and fossil projects have been launched in the near and far environment, preventing the need to save energy and increase the overall energy efficiency globally. Thus are denied generate real social and economic benefits for all and particularly enterprises and companies. This paper gives an overview of current approaches in understanding and analyzing risk at the context of energy efficiency of the economy of the Republic of Serbia and proposed preventive measures and actions towards achieving its overall improvement/maximize.

Keywords: *Energy efficiency, risk, economy, energy, international environment, the synergy*

ODRŽIVO KORIŠĆENJE PRIRODNIH IZVORSKIH I MINERALNIH VODA I POTENCIJALI RIZIKA

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Izvod

R. Srbija ima veliki broj različitih vrsta mineralnih i izvorskih voda za konvencionalnu primenu. Postoji široka baza za eventualno korišćenje i razvoj što je poznato u okruženju i što se može realno primeniti kao perspektivne mogućnosti. Industrija flaširanih voda je dosta dobro razvijena i ima potencijale visokih kvalitativnih pragova. Sada i u bližoj budućnosti Srbija ima velike šanse da razvije novi program proizvodnje voda u skladu sa najvišim svetskim standardima. To podrazumeva proizvodnju oligomineralnih voda sa kvalitetnim hemijskim sastavom, ekološki sigurnih i podesnih za svakodnevno korišćenje u svrhu za piće i pripremanje hrane. Posebno velike mogućnosti postoje za primenu proizvodnje i pripreme hrane, gde se koristi voda, gas i fiziko-hemija, mineralni i termički efekti. Vezano za ovaj aspekt završeni su novi eksperimenti i dobijeni prvi rezultati u svetskim relacijama, koji obećavaju da će novi program proizvodnje hrane prirodno obogaćene sa esencijalnim mikroelementima biti najpodesnija forma za fiziologiju ishrane. Razmatrajući navedenu problematiku nezavisno i na osnovu razvoja tehnologija u svetu možemo zaključiti da su ovi resursi baza za razvoj novih programa i važan faktor za ispunjavanje ciljeva ukupne nacionalne ekonomije. Najveći broj ljudi nije profesionalno uključen u pitanja kvaliteta vode. Voda je pijaća (tehnička stona voda), sadrži potencijalno štetne ili toksične materije, nije bezbedna ili je nebezbedna. Činjenično, kvalitet vode je veoma kompleksan, jer je voda specifičan medijum. Kontaminanti mogu biti u netretiranoj vodi i uključuju mikrobiološke kontaminante kao što su (virusi i bakterije), neorganske kontaminante kao što su (soli i metali), pesticidi i herbicidi, organski hemijski kontaminanti iz industrijskih procesa i korišćenja nafte i radioaktivni kontaminanti. Zadatak je obezbediti da voda za piće bude bezbedna. Svaka zemlja propisuje zakone koji ograničavaju količinu odgovarajućih kontaminanata u javnim sistemima za snabdevanje vodom. Voda za piće uključuje i mogućnost njenog flaširanja. Treba obezbediti najmanji sadržaj nekih kontaminanata. Prisustvo istih nije neophodan pokazatelj da voda

nije bezbedna za zdravlje i da realno postoje destruktivni potencijali rizika u tom kontekstu. U radu se razmatra mogućnost održivog korišćenja prirodnih izvorskih i mineralnih voda u R. Srbiji uključno sa detektovanjem mogućih destrukcija i potencijalima rizika.

***Ključne reči:** Voda za piće, mineralna voda, geotermalna energija, kvalitet, rizik*

SUSTAINABLE USE OF NATURAL SPRING AND MINERAL WATER RESOURCES AND RISK

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Abstract

R. Serbia has a large number of different types of mineral water for conventional applications. There is a broad base of potential use and development of what is known in the region and what can be realistically applied as promising opportunities. Bottled water industry is very well developed and has the potential of high quality thresholds. Now and in the foreseeable future, Serbia has a good chance to develop a new program production water in accordance with the highest international standards. This includes the production of oligomineral water with good chemical composition, environmentally safe and suitable for everyday use for the purpose for drinking and food preparation. In particular, there are great opportunities for the application of the production and preparation of food, which uses water, gas and physico-chemistry, mineral and thermal effects. In relation to this aspect of the new experiments have been completed and the first results obtained in the world relacije, promising that the new program of food naturally fortified with essential micronutrients to be the most suitable form for the physiology of nutrition. Considering the above problems independently and on the basis of the development of technology in the world, we can conclude that these resources base for the development of new programs and an important factor in meeting the objectives of the overall national economy. Most people are not professionally involved in water quality issues. The water is potable (technical

table water), contains potentially harmful or toxic substances, it is not safe or unsafe. Factually, the water quality is very complex, because the water is a specific medium. Contaminants may be in untreated water include microbial contaminants and the like (viruses or bacteria), inorganic contaminants such as (salts and metals), pesticides and herbicides, organic chemical contaminants from industrial processes and petroleum use and radioactive contaminants. The task is to ensure that drinking water is safe. Each country is a law limiting the amount of relevant contaminants in public water supply systems. Drinking water includes the possibility of its bottled. You must provide a minimum content of some contaminants. The presence of the same indicator is not necessary that the water is not safe for health and that there are actually destructive potencjali risk in this context. This paper discusses the possibility of sustainable use of natural spring and mineral water R. Serbia and including the detection of possible destruction and potential risks.

Keywords: *Drinking water, mineral water, geothermal energy, quality, risk*

ENVIRONMENTAL QUALITY INCREASE AS MOTIVATION FACTOR FOR CONTEMPORARY LAND MANAGEMENT METHODS DEVELOPMENT

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Abstract

Environmental quality increase and global warming prevention are strong motivation factor for research in the field of land management recovering. Coal, as non renewable resources and its exploitation causes immense disturbances in the environment and on the globe. Large land areas are damaged and destroyed in the mining industry, much more than in other industries. Open mines, deep

depressions, mining pits and holes are economically unutilized areas. Disturbance of natural assembly of agricultural land in the vicinity of open mines areas leads to the inability of land use for crop production, because the land lost productive capacity and therefore this land is out of agricultural land fund. It makes a big loss for the country's economy, directly in financial sector and indirectly through environmental damages and increase of global warming. This paper is dealing with the investigation of the most suitable contemporary methods in long term land management and motivation factor for it. The methods are developed theoretically and through experimental results on Kostolac open coast coal sites as a case study. Optimal land management recovery method is selected and recommended.

Keywords: *Environmental quality, motivation factor, land management, recovery method, Kostolac enterprise.*

QUALITY MANAGEMENT (TQM-TOTAL QUALITY MANAGEMENT) IN FUNCTION TO IMPROVE THE QUALITY OF THE HUMAN RESOURCES

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Abstract

Quality Management (Total Quality Management - TQM) is a system to improve and increase effectiveness and efficiency of action. It includes all employees and all activities from the lowest level to the top management of the organization. In order this to be realized, a scientific, methodical, planning approach, persistence and thoroughness are being required. At the same time, that means change in the behavior of the employees, radical changes in the organizational structure, clearly defining the rights, obligations and responsibilities of each individual. Surpassing the traditional system of behavior towards staff, the foundations of a new scientific basis of management are being set. The previous is based on the maintenance of quality in the industry by taking care of the whole human

potential. This system recognizes that employees are the pillar of sustainable TQM. They are expected to take responsibility for the quality of two aspects; first to embrace continuous improvement of the culture and to think about improving performance; and the second aspect is to think about how to promote all operations. In order to do that they need to have the ability and information so the propulsion can lead to production of changes.

Through the concern for individual development and motivation, the new management encourages employees to achieve a common goal. The first and the most important step in the introduction of total quality management system is education and training. Through them, the employees acquire the skills for their increased role in TQM. We say the first step, because the necessary knowledge for quality must be acquired first, in order to achieve the overall performance of the quality system. The effort is the result to motivation. The awards are an important factor of motivation. They dictate to improve service quality. The value of the award indicates how attractive or desirable is the future result of the behavior in the work situation, profits etc. They are important systems in TQM. Also, the training is another option through which the employees may be included in TQM. With education and training, the employees are able to manage with their new role in TQM.

***Keywords:** Total Quality Management – TQM, development of human resources, plausibility of human resources, motivation.*

TOTALNO UPRAVLJANJE KVALITETOM (TQM - TOTAL QUALITY MANAGEMENT) U FUNKCIJI UNAPREĐENJA KVALITETA RADA LJUDSKIH RESURSA

Gordana Tasevska

Izvod

Totalno upravljanje kvalitetom (Total Quality Management – TQM) je sistem za unapređenje i uvođenje efektivnosti i efikasnosti delovanja i obuhvata sve zapošljene i celokupne aktivnosti od najnižeg do nivoa top menadžmenta

organizacije. Za realizaciju prethodno navednog potrebni su naučni, metodološki, planski pristup, upornost i sistematičnost. To istovremeno implicira promenu ponašanja zapošljenih, radikalne promene u organizacionoj postavljenosti kao i jasno definisanje prava, obaveza i odgovornosti svakog pojedinca.

Prevazilaženjem tradicionalnog sistema ophođenja prema zapošljenima postavlja se fundament jedne nove naučne osnove rukovođenja koja svoju osnovu nalazi u održanju kvaliteta delatnosti preko brige za celokupni ljudski potencijal. Ovaj sistem prepoznaje zapošljene kao bazu ili osnovne nosioce održljivosti TQM sistema. Jedna od osnovnih pretpostavki je da svi zapošljeni preuzmu odgovornost za kvalitet najmanje iz dva aspekta. Prvo da prihvate i daju svoj doprinos kontinuiranom poboljšanju organizacione kulture kao i da razmišljaju i doprinose o poboljšanjima procesa izvođenja rada. Drugi aspekt je njihov kontinuiran doprinos unapređenju svih operacija u organizaciji. Za ostvarenje pomaka u smeru implementacije pozitivnih promena prethodno navedenih aspekata, zapošljeni treba da poseduju odgovarajuće kompetencije kao i relevantne informacije.

Brigom za individualni razvoj i motivaciju, novi menadžment stimulira zapošljene i usmerava ih u pravcu ostvarenja zajedničkih ciljeva. Prvi i najznačajniji koraci ka uvođenju sistema za totalno upravljanje kvalitetom su obrazovanje i obuka. Preko njih zapošljeni ovladavaju sposobnostima za njihovu novu ulogu u sistemu TQM. Kažemo prvi, zato što prvo moraju da ovladaju potrebnim znanjem za kvalitet čime se dobija celokupna pretpostava o sistemu kvaliteta. Upornost je rezultat motivacije. Nagrade su važan faktor motivacije. One impliciraju poboljšanje kvaliteta usluge. Vrednost nagrada ukazuje na to koliko je atraktivan ili željen budući rezultat u odnosu na ponašanje zapošljenih na poslu, profit i sl. Obrazovanjem i obukom, zapošljeni u policiji ovladavaju sposobnostima koje omogućuju njihovu značajnu ulogu u TQM.

Ključne reči: Totalno upravljanje kvalitetom (*Total Quality Management – TQM*), razvoj LJR, održljivost LJR, motivacija, kvalitet rada

UTICAJ VOĆARSTVA NA RAZVOJ RURALNIH OBLASTI JABLANIČKOG OKRUGA

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Izvod

Proces svojinske transformacije i trend reindustrijalizacije su u Jablaničkom okrugu doveli do drastičnog povećanja procenata nezaposlenih. Devastiranjem pojedinih područja na teritoriji okruga povećala se i zastupljenost ruralnih sredina, i ona je znatno veća u proseku u odnosu na teritoriju Srbije. Zadnji je trenutak da se nešto promeni, ili ćemo u protivnom imati još negativnije demografske tokove. Razvoj voćarstva i prehrambene industrije koja bi ga pratila mogu biti jedno od rešenja ove nezavidne situacije. Na terenu ima više nego dobrih uslova za to. Dosadašnji rezultati uz adekvatnu pomoć države mogu biti znatno bolji. Područja koja imaju dobre uslove za razvoj voćarstva su najčešće ruralna. Uporedo sa privrednim rastom u okrugu došlo bi i do ruralnog razvoja. Uz edukaciju proizvođača i njihovu direktnu podršku dobri rezultati su izvesni. Unapređenje voćarstva i razvoj preradnih kapaciteta je u interesu kako stanovnika ruralnih sredina tako i države. Ne treba samo pričati o komparativnim prednostima, krajnje je vreme da se one i iskoriste.

Ključne reči: Ruralni razvoj, voćarstvo, preradni kapaciteti, mogućnosti, edukacija, podrška, prednosti.

THE INFLUENCE OF FRUIT-GROWING ON THE DEVELOPMENT OF RURAL AREAS IN JABLANICA DISTRICT

Vladimir Đorđević

Abstract

The process of property transformation and the trend of reindustrialization have resulted with the dramatic increase of the number of unemployed people

in Jablanica District. With the devastation of some areas on the territory of the District, the number of rural areas increased, too, and it is much bigger compared to the total area of Serbia. It is the time to make some changes. Otherwise there will be even worse demographic results. The development of fruit-growing and food industry, which would follow it, might be the solution for such a bad situation. There are good conditions for something like this. The results can be improved if helped adequately by the present state government. The areas with good conditions for the fruit-growing development are mainly rural. Economic development in the District would lead towards rural development. Education and the support given to the fruiterers will give good results. The improvement of fruit-growing and the development of processing capacities should be the interest of both, the population of the rural areas and the state. It isn't enough just to talk about the comparative advantages; it is the ultimate time to start using them.

***Keywords:** Rural development, fruit-growing, processing capacities, possibilities (resources), education, support, advantages.*

ZNAČAJ DELOVA AGROKOMPLEKSA KAO POTENCIJAL ZA EKONOMSKI RAZVOJ JABLANIČKOG OKRUGA

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Izvod

Privreda Jablaničkog okruga je u vrlo lošem stanju. Loše sprovedena ili još uvek ne sprovedena privatizacija je ostavila armiju ljudi bez posla. Poljoprivreda, posebno povrtarstvo je i ranije bila bitni činilac privrede okruga. Danas je njen potencijal važniji nego ikada. Malo je šanse za oživljavanje neke druge industrijske delatnosti, makar ne u skorije vreme. Vlada Republike Srbije je poljoprivredu proglasila strateškom granom. Ta teritoriji okruga postoje izuzetni uslovi za dalji razvoj povrtarstva. Leskovačka kotlina je oduvek bila poznata po tome. Promocija udruženja i razvoj zadrugarstva su dobar pravac. Izvoz, koji već postoji, može se unaprediti jedino obezbeđivanjem unapred dogovorenih

količina. Brendiranje proizvoda u mnogome može doprineti plasmanu, ali i uvećanju dodate vrednosti. Postoje izuzetne mogućnosti za organsku proizvodnju. Nažalost, još uvek nema sertifikovanih terena. Svakodnevna je porast potreba za hranom, a u isto vreme u razvijenom svetu se sve više novca odvaja za kvalitetniju hranu, koja je stvarana, rasla i proizvedena na ekološki čistim i klimacki podobnim lokacijama. Tih uslova na teritoriji Jablaničkog okruga ima dovoljno. Ovo može biti paradigma za pravljenje dobrih rezultata.

***Ključne reči:** Nezaposlenost, poljoprivreda, zadrugarstvo, potencijal, organska proizvodnja, brendiranje, kvalitet.*

THE IMPORTANCE OF THE PARTS OF THE AGROCOMPLEX AS POTENTIAL FOR THE ECONOMIC DEVELOPMENT OF JABLANICA DISTRICT

Vladimir Đorđević

Abstract

The economy of Jablanica District is in a very bad condition. Mal-privatization and uncompleted privatization have made the army of unemployed people. Agriculture and fruit-growing used to have an important role in the economy of the District. Today, its potential is even more important than it used to be in the past. There is little possibility for the development of some other industrial activity. Agriculture has been declared to be of strategic importance by the government of the Republic of Serbia. There are extraordinary conditions for the development of vegetables-growing on the territory of the District which has made Leskovac valley a well-known region. The promotion of associations and the development of cooperatives lead in the right direction. Export, which already exists, can be improved only by producing the quantities of fruit ordered in advance. Branding of the products can contribute to selling and earning, a lot. There are extraordinary possibilities for organic production. Unfortunately, there aren't certified areas, yet. There is a constant increase in people's need for food. At the same time, in developed countries, more money is being spent on

food which is of good quality, grown on ecologically clean locations with good climate. Jablanica District abounds with such locations. This very fact can be the paradigm of good results.

Keywords: *Unemployment, agriculture, cooperative, potential, organic production, branding, quality.*

UTICAJ LIDERSTVA NA EFEKTIVNOST ORGANIZACIJE

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Izvod

U veku koji se karakteriše snažnim promenama i povećanim zahtevima koji se stavljaju pred savremene organizacije i ljude koji su im na čelu liderstvo je značajan faktor ne samo za napredak već i za opstanak organizacija.

Menadžment i liderstvo kroz ulogu ključnih ljudi menadžerske strukture i lidera u definisanju vizije i misije obezbeđuju osnov za izbor ciljeva u kojima su sadržani bitni interesi različitih interesnih grupa. Liderstvo je proces koji uključuje uticanje na druge da se ostvare organizacioni ciljevi. Zato se liderstvo vezuje za efektivnost organizacije.

Proces organizacionih promena zahteva jasan pravac akcija, dakle, viziju, strategiju njene realizacije kao i maksimalnu motivisanost i posvećenost zaposlenih, što liderstvo ima zadatak da obezbedi. Aspekti ispoljavanja savremenog liderstva su: transformaciono, strategijsko, vizionarsko, harizmatično, timsko liderstvo. Liderski stilovi se razlikuju prema odnosu i načinu uticaja na sledbenike i trudu i učinku koji sledbenici postižu u ostvarenju ciljeva. Efekti ovih stilova zavise od situacije, zadatka i sledbenika.

U novim uslovima poslovanja veza između lidera i sledbenika mora biti zasnovana na boljem poznavanju sledbenika, njihovim mogućnostima da uče nove načine obavljanja posla, prepoznavanju motiva i emocija. Liderstvo unapređuje performanse sledbenika pa se tako liderstvo deli i širi u organizaciji. Fokus se sa efektivnog lidera pomera na efektivnost organizacije. Mnogobrojna

praktična istraživanja potvrdila su vezu između liderstva i efektivnosti organizacija.

Ključne reči: organizacija, liderstvo, lider, sledbenik, efektivnost, promene.

Abstract

In the century that is characterized by strong changes and increased demands presented to modern organizations and leading people leadership is an important factor not only for progress but for the survival of the organization.

Management and leadership, through the role of management structure key people and leaders and by defining the vision and mission, provide a basis for the selection of targets in which important interests of different interest groups are included. Leadership is a process that involves influencing others to achieve organizational goals. That's why leadership is linked to the effectiveness of the organization.

The process of organizational changes requires a clear course of action, therefore, vision, strategy, its implementation and maximum motivation and commitment of employees, which is supposed to be provided by leadership. Aspect of contemporary manifestations of leadership are: transformational, strategic, visionary, charismatic, team leadership. Leadership styles vary according to the relationships and influence on followers and the effort and performance done by followers while reaching the aims. The effects of these styles depend on the situation, task, and followers.

In the new business the relationship between leader and followers must be based on a better understanding of followers, their ability to learn new ways of doing business, recognizing the motives and emotions. Leadership improves the performance of followers and thus leadership is shared and expanded in the organization. The focus moves from the effective leader to the effectiveness of organization. Numerous practical studies have confirmed the link between leadership and effectiveness of the organization.

Keywords: *organization, leadership, leader, follower, effectiveness, changes.*

IMPORTANCE OF DETERMINATION THE ORGANIZATION'S DEVELOPMENTAL STAGE AND CHARACTERISTICS OF TOP MANAGEMENT

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Abstract

Being aware of the organization's stage in its life cycle and characteristics of the top management is one of the bases for successful development of the organization. The implementation of any positively verified methodology conducted in a wrong developmental stage of the organization and by the wrongly formatted management team can have catastrophic consequences for the organization. This leads to the conclusion that planning and implementing activities, as one of the most important segments of the strategic management, has to be put in context of the organization's developmental stage and accordingly transformed top management team.

The research in this study was conducted in one industrial organization and combined Methodology for determining the developmental stage of the organization and Methodology for evaluating managers by their PAEI characteristics. The study aimed to 1) examine the relation between the developmental stage of the organization and the characteristics of the top management team in the analyzed organization and 2) to give directions for undertaking management activities and directions for transformation of the management team.

The results confirmed the relation between the development stage of the organization and characteristics of the management team. Used methodologies gave 1) directions for transformation of the top management team in accordance with the determined organization's development stage and 2) selection of currently required and further necessary management activities that need to be undertaken in order of successful transformation of the organization.

Keywords: *management, organization, developmental stage, PAEI characteristics*

ULOGA PERSONALNIH POSLOVNIH VEŠTINA (*SOFT SKILLS*) U EKONOMIJI ZNANJA¹

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Izvod

Svrha ovog rada je da se na osnovu savremenih teorijskih dostignuća vodećih autora u ovoj oblasti i rezultata istraživanja i analize prakse, razmotri značaj personalnih poslovnih veština za uspešnost zaposlenih danas, u uslovima poslovnog okruženja i pravila koja nameće ekonomija zasnovana na znanju. Fokus našeg rada je na definisanju, primeni i značaju koji personalne poslovne veštine imaju u angažovanju punih potencijala pojedinaca danas, njihovoj potpunoj posvećenosti ostvarenju svojih i organizacionih ciljeva i ostvarivanju svoje, a samim tim i organizacione konkurentne prednosti.

Ključne reči: *veštine, znanje, ekonomija znanja*

Abstract

The purpose of this paper is to discuss, according to the contemporary theoretical achievements of the leading authors in this field, the importance of soft skills for successful performance of employees nowadays who operate under the conditions of business environment and under the rules which are imposed by economy based on knowledge. The focus of our work is on definition, application and importance which soft skills have in engaging the full potential of individuals nowadays, their devotion to achieving their personal goals as well as the goals of the organization and achieving their own competitive advantage which at the same time means achieving the competitive advantage of the organization.

Keywords: *skills, knowledge, knowledge economy*

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ANALIZA, UPRAVLJANJE I MERENJE KREDITNOG RIZIKA U BANKARSKOM POSLOVANJU

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Izvod

Banke se u svakodnevnom poslovanju susreću sa velikim brojem finansijskih rizika. Jedan od najvažnijih i najzastupljenijih je kreditni rizik. Ovaj rizik je star koliko i samo bankarstvo, jer je uvek postojala opasnost da druga ugovorna strana neće izvršiti svoje obaveze o roku dospeća. To je osnovni bankarski rizik jer kreditiranje predstavlja osnovni bankarski posao. Ukoliko bi se dogodilo da određeni broj klijenata, nije u mogućnosti da vrati celokupan kredit ili samo njegov deo, tada banka može da ima problem kako sa likvidnošću u kratkom roku, tako i sa solventnošću u dugom roku. Razmatraće se tri osnovna oblika kreditnog rizika: rizik ne ispunjenja obaveza, rizik izlaganja, rizik pokrića sredstava. . Loše upravljanje rizičnim portfeljem, nedostatak pažnje za promene u privredi, slabi kreditni standardi za zajmoprimce, samo su neki od glavnih problema sa kojima se susreće bankarski sektor. Glavni problem je da glavnica i/ili kamata neće biti naplaćeni u predviđenom vremenskom periodu. Upravo zbog velikog uticaja kreditnog rizika na poslovanje, u radu će biti posebno analizirani načini i metode upravljanja i merenja kreditnog rizika, na konkretnim primerima.

Ključne reči: *upravljanje, merenje kreditnog rizika*

Abstract

Banks in the daily operations face a number of financial risks. One of the most important and most common is a credit risk. This risk is as old as banking, because there was always the risk that counterparty will default on its obligations when due. This is the basic banking credit risk because the basic business of banking. If it happened to a number of clients, is not able to repay

the entire loan or a part of it, then the bank may have a problem with liquidity in the short term, and solvency in the long run. Will consider three basic types of credit risk: the risk of not fulfilling obligations, risk exposure, risk coverage resources. Poor portfolio risk management, lack of attention to changes in the economy, weak credit standards for borrowers, are some of the major problems facing the banking sector. The main problem is that the principal and / or interest will be recovered in due time. Due to the great impact of credit risk management, the paper will be analyzed separately and means and methods of measuring credit risk of specific examples.

Keywords: *management, measurement of credit risc*

ANALIZA RELEVANTNIH ASPEKATA STRATEGIJA ZASNOVANIH NA STANDARDIZACIJI, KASTOMIZACIJI I MODULARIZACIJI PROIZVODA

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Izvod

U ovom radu razmatraju se relevantna pitanja industrijskog menadžmenta koja se tiču strategije preduzeća zasnovane na standardizaciji, kustomizaciji i modularizaciji proizvoda (SKMP). Razmotrena pitanja dodatno su aktuelizovana ubzanjem tehnolo kog progresa, a posebno razvojem informaciono-komunikacionih tehnologija (IKT), kao i efektima globalizacije. Cilj ovog rada je da se uka e na značaj SKMP, kao va nih elemenata strategije preduzeća, odnosno na njihov doprinos ukupnoj strategiji rasta i razvoja preduzeća. Stoga je u radu sprovedena na teorijskoj osnovi zasnovana uporedna analiza strategija preduzeća zasnovanih na SKMP sa stanovi ta istorijskog konteksta i principa. Rezultati analize potvrđuju značajnost strategije preduzeća

zasnovane na SKMP za rezultujuću strategiju rasta i razvoja preduzeća, odnosno celishodnost njihovog ireg teorijskog obrazlo enja.

Ključne reči: *industrijski menadžment, strategija preduzeća, standardizacija, kustomizacija, modularizacija, proizvod, analiza.*

ANALYSIS OF RELEVANT ASPECTS OF STRATEGIES BASED ON STANDARDIZATION, CUSTOMIZATION AND MODULARISATION OF PRODUCTS

Milan Krstić, Ana Skorup, Ivan Krstić

Abstract

This paper discusses the relevant aspects of industrial management related to business strategy based on standardization, modularization and customization of products (SMCP). The discussed questions are further actualized by acceleration of technological progress, in particular the development of information and communication technologies (ICT), and the effects of globalization. The aim of this paper is to highlight the importance of SMCP as important elements of business strategy and their contribution to the overall growth and development strategies of companies. Therefore, in this paper we conduct a comparative theoretical analysis of corporate strategies based on SMCP from the standpoint of historical context and principles. The analysis results confirm the importance of enterprise strategy based on SMCP for the resulting strategy of growth and development of the company, and the appropriateness of their wider theoretical explanation.

Keywords: *industrial management, corporate strategy, standardization, customization, modularization, product analysis.*

SOCIAL MEDIA - MODERN SOURCE OF HUMAN RESOURCES RECRUITMENT

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Abstract

Social media represent a modern web platform that enables interaction among various participants. Those organizations that accept change and follow the progress of the IT industry understand the opportunity this online tool offers and they treat it as source of information.

In various forms of interaction, social media began to be used in human resources management in organizations as a new source of modern human resources recruitment for the needs of the organization.

The present paper examines the usefulness the organization can have if ready to accept the changes and if it uses social media as a source of human resources recruitment.

Keywords: social media, human resources, recruitment.

MODEL ZA USKLAĐIVANJE STANDARDA KVALITETA PRILIKOM KREIRANJA NOVOG ENERGETSKOG KABLA

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Izvod

Cilj rada je predstavljanje modela kojim će se skratiti vreme kreiranja novog energetskog kabla uz po tovanje osnovnih zahteva postojećih standarda. Prilikom kreiranja novog kabla mora se voditi računa o zahtevima koje diktiraju pojedini standardi kvaliteta, međutim ovaj proces može biti dugotrajan.

Prikazanim modelom bi izdvojili neke zajedničke zahteve iz različitih standarda čineći tako solidnu osnovu za dalji razvoj.

Cljučne reči: *upravljanje kvalitetom, dizajn novog proizvoda, visoko-energetski kablovi, model standarda kvaliteta*

QUALITY STANDARDS HARMONIZATION MODEL IN NEW POWER CABLE DEVELOPMENT PROCESS

Andrea Boršoš, Radovan Vladisavljević, Dragoslav Nikolić, Biserka Trumić

Abstract

The aim of this paper is to present a model that will shorten the time to create a new power cable in compliance with the essential requirements of existing standards.

When creating a new cable, designers must taken into the consideration the requirements that dictate certain standards of quality, but this process can take too long and the aim of the authors is to create a frame to put together all the necessary elements for existing standards to save time.

The presented model will extract some common requirements of various standards, therefore making a solid basis for further development.

Keywords: *quality control, new product design, high-power cables, quality standarda model.*

PRIMENA KOMBINOVANE AHP-PROMETHEE METODE ZA NABAVKU NASTAVNIH SREDSTAVA

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Izvod

Primena višekriterijumskog odlučivanja prilikom nabavke nastavnih sredstava olakšava pravilan i kvalitetan izbor. U radu će biti korišćen softver pod nazivom "Decision Lab 2000", za višekriterijumsko odlučivanje. Primena dobijenih rezultata omogućava konkretnu primenu. U radu će biti razmatrana nabavka nastavnog sredstva kao što je interaktivna tabla. Interaktivne table efikasno zamenjuju "zelene" table. Mogućnosti interaktivne table su velike, znajući da predavaču pruža mogućnost da sve što radi na kompjuteru, može da memoriše, a mogu da vide i ostali učesnici u radu, čime je omogućeno i njihovo direktno učešće. Interaktivna tabla je veliki displej na kome se radi ili specijalnom olovkom ili dodirom. Na tržištu postoji veliki broj interaktivnih tabli, a mi ćemo se potruditi da izaberemo najbolju, korišćenjem metode za višekriterijumsko odlučivanje koja uključuje kombinaciju AHP i PROMETHEE metode.

***Ključne reči:** AHP, Promethee, odlučivanje, nabavka*

APPLICATION OF COMBINED AHP-PROMETHEE METHOD FOR TEACHING RESOURCES SUPPLY

Dejan Bogdanović, Ivan Jovanović

Abstract

Application of multi-criteria decision making method in the teaching resources supply make this process more efficient. The proposed decision making method uses the software called "Decision Lab 2000" for multi-criteria decision making. The focus of this paper is on the acquisition of teaching resources such as the

interactive whiteboard. Interactive whiteboard effectively replaces the "green" table. Interactive boards have great possibilities, such as the opportunity of the saving the teachers all work on the computer, that can see other participants in the work, enabling their direct involvement. Interactive whiteboard is a large touch screen display, that works by special pen or touch. In the market there are a large number of interactive whiteboard, and we have done our best to choose the best one, by for multi-criteria decision making method that include combination of AHP and PROMETHEE methods.

Keywords: *AHP, Promethee, decision, procurement*

THE IMPACT OF MANAGEMENT INFORMATIONAL SYSTEMS ON THE SUCCESS OF OPERATIONS AND STRATEGIC MANAGEMENT

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Abstract

Managers at all levels are involved in different degree in the activities of planning, organizing, directing and controlling an organization. The main purpose of Management informational systems is to help managers to improve their performance, and it should provide them with the information they need to run their management activities.

Research has shown that the enterprises that have developed Management informational systems are more competitive and more productive. As specific conclusions arising from this work are large number of positive characteristics of Management informational systems that positively affect all levels of management, in particular the operations and strategic management.

The most important components of Management informational systems through which they indirectly affect the successful operations and strategic management and increase the business value of information and information systems:

accuracy of information, quantity of information, confidentiality, processing time, speed of access, distribution of information, timeliness and adaptability. Competition in world markets becomes stronger with the emergence of global economy. Simply, companies are going to work unprotected in world markets. In order to be effective and profitable participants in the international markets, they (the enterprises) need powerful information and communication systems. The growth of the company, which is perfectly understandable desire of management, in turn creates conditions required to increase the quantity and quality of information.

Keywords: *management informational systems, operations management, strategic management.*

AUDIT

Ali Mabruk Masadak

Abstract

Auditing is now necessary part of legislature in every country. Each company that is serious in business and exploration of standards would make obligation of auditing even without national legislation. Auditing provides to interested party (banks, companies, managers, governments) to have certainty in statements from depending companies and to be sure in decisions they are making regarding such statements. New look on audit in banks, as a crucial process in finding, avoiding and preventing possible frauds, initiated evolving changes in role itself. Modern Audit in banks carries responsibilities in adequate risk management in doing business and protection of business units from inside. Audit today carries responsibilities in adequate risk management in doing business and protection of business units from inside.

Keywords: internal audit, banks, risk management, fraud

Izvod

Revizija (kontrola) je danas sastavni deo zakonodavstva u svim zemljama. Kod svake firma koja svoje poslovanje obavlja ozbiljno i koja se pridržava standarda revizija predstavlja obavezu i bez nacionalnog zakonodavstva. Revizija omogućava zainteresovanim stranama (banke, kompanije, menadžeri, vlade) da imaju sigurnost u izjavama zavisnih kompanija da bi bili sigurni u donošenju odluka koje se donose na osnovu tih izjava. Novi pogled na revizije u bankama, kao ključni proces u pronalaženju, izbegavanju i sprečavanju mogućih prevara, pokrenuo je promene u ulozi same revizije. Moderna revizija u bankama nosi odgovornost u odgovarajuće upravljanje rizicima u poslovanju i zaštitu poslovnih jedinica iznutra. Revizija danas nosi odgovornost i odgovarajuće upravljanje rizicima u poslovanju, kao i zaštitu samih poslovnih jedinica.

***Ključne reči:** unutrašnja revizija, banke, upravljanje rizicima, prevare*

USING OF TIME PROJECT SCHEDULING METHOD (CPM) Case study: Construction project of 5000 housing units in Benghazi, Soluq – Libya

Abdallah Imetieg

Abstract

The size of industrial and service projects has been increased over the recent years in order to cope with the man increasing requirements towards constructing many projects such as housing buildings, hospitals, universities, and other projects. These projects usually spanned several years and their construction requires huge budgets and a lot of resources. The increasingly dire need of the construction industry has led to the recent expansion and spread of its geographical concept and technological dichotomy. Each project has remarkably its own characteristics because of the various activities and implementation phases of each project. In addition, the construction of certain housing communities differs from that of other housing communities because of the various characteristics of all of them. The implementation of projects has specific characteristics related to their size, complexity degree, and contribution of different parties including financiers, designers, consultants, contractors,

material suppliers, equipment leasers, and implementation systems. This matter represents a great challenge for those in charge of management process and implementation of engineering projects in different fields.

Keywords: *time project scheduling method, project management, process management*

Izvod

Veličina industrijskih i uslužnih projekata je porasla tokom poslednjih nekoliko godina, kako bi se nosila sa povećanjem ljudskih zahteva za izgradnju mnogih objekata, kao što su stambene zgrade, bolnice, škole i dr. Ovi projekti su obično trajali i po nekoliko godina, a njihova izgradnja je zahtevala velike proračune i dosta resursa. Sve veća potreba u građevinarstvu dovela je do širenje geografskog koncepta i tehnološke dihotomije. Svaki projekt ima svoje posebne karakteristike zbog različitih aktivnosti i faza izvođenja svakog projekta. Izvođenje projekata mora da poseduje specifičnosti vezane za njihovu veličinu, složenost, doprinos različitih strana koje su u projekat uključene, uključujući investitore, arhitekte, konsultante, izvođače, dobavljače materijala, opreme i sisteme upravljanja. Ovo pitanje predstavlja velik izazov za osobe zadužene za proces upravljanja i izvođenja radova niskogradnje u različitim područjima.

Ključne reči: *metoda projektovanja rasporeda vremena, projektni menadžment, procesni menadžment*

FACEBOOK AS A MODERN SOCIAL PHENOMENON AND MODE OF BUSINESS CONNECTION – REVIEW OF ACTUAL LITERATURE

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Abstract

Being the most popular social network in the world, Facebook is becoming a necessity in people's lives. "If you are not on social networks, then you do not exist" is the main sentence that follows Facebook. This paper presents a combination of review and considerations of recently published literature about Facebook in order to show its impact on society, people's everyday life, behavior of individuals in the society in real and virtual life, as well as its important influence on business connections and marketing activities.

Keywords: *Facebook, Facebook users, social networks, business activities.*

FACEBOOK KAO SAVREMENI DRUŠTVENI FENOMEN I NAČIN POSLOVNOG POVEZIVANJA – PREGLED AKTUELNE LITERATURE

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Izvod

Kao najpopularnija društvena mreža u svetu, Facebook postaje neophodnost u životu savremenog čoveka, a glavna rečenica koja ga prati jeste ona čuvena: „ako niste na mreži, kao da ne postojite“. Ovaj rad predstavlja pregled i razmatranje skorije publikovane literature o Facebook-u, sa ciljem da se prikaže

njegov uticaj na društvo, ponašanje pojedinaca u realnom i virtualnom životu, kao i sve izraženiji uticaj Facebook-a i njegovu ulogu u poslovnom povezivanju i marketinškim aktivnostima.

Ključne reči: *Facebook, Facebook korisnici, društvene mreže, poslovne aktivnosti.*

SERVIS POTROŠAČA KAO KONKURENTSKO SREDSTVO KOMPANIJA

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Izvod

U savremenim ekonomskim uslovima značaj servisa potrošača kao sredstva konkurentskog diferenciranja i prepoznatljivosti preduzeća u nacionalnim privredama, ali isto tako i u međunarodnim privrednim tokovima neprekidno raste. Osnovana težnja svakog logističko-distributivnog sistema je da što preciznije definiše i utvrdi zahteve korisnika i da na bazi tih zahteva formira ponudu logističkih usluga. Preduzeće mora da se diferencira u odnosu na konkurenciju kvalitetom svoje ponude, kvalitetom svog odnosa sa potrošačima, ali i kvalitetom svog servisa. Kvalitetna usluga i zadovoljni korisnici obezbeđuju konkurentnost, tržišno učešće i dugoročni profit firme na tržištu.

Servis potrošača označava spremnost firme da pravi proizvod, dostavi u pravo vreme, na pravom mestu, u traženim količinama i po prihvatljivim cenama. Dakle, servis potrošača predstavlja kompleksnu aktivnost u okviru sistema logistike preduzeća.

Ako firma stvara logističku vrednost, odnosno ulaže napore da satisfikuje potrošače što kvalitetnije u vremenu i prostoru to će se vremenom koristiti za to preduzeće ogledati kroz osvajanje nove konkurentske prednosti na tržištu. To drugim rečima znači da će logističkim uštedama biti omogućeno davanje nižih cena, dužeg roka plaćanja, jednom rečju višeg nivoa servisa potrošača.

Ključne reči: *servis potrošača, konkurentnost, kompanija*

CONSUMER SERVICE AS A COMPETITIVE MEANS OF A COMPANY

Snežana Rakić

Abstract

In the modern economic conditions, the importance of consumer service as a mean of competitive differentiation and recorgation the company in national economy, but also in the international economical flows grows constant. The main striving of each logical-distribute system is to definite and establish users' demands and on the basis of these demands creates offer of logical services. The company must be differentiated in the relation on the competition with its quality offer, quality relationship with consumers but also with quality its service.

Very good service and satisfied consumers provide competitive power, market participation and long lasting company's profit.

Consumer service marks company readiness to produce a product, delivering in right time, on right place, in asked quantity and reasonable prices. So, consumer service presents complex activity within the framework of logical system of the company.

If the company creates logical value, in other words, makes efforts to satisfy consumers with higher quality goods in time and place. During the time the benefits for the company will be seen in finding new competitive advantages on the market.

In other words it means, by giving logical savings, to enable lower prices, longer term of payment, in one word, the higher level of consumer service

Keywords: *consumer service, competitive power, company*

PODRŠKA RAZVOJU MALIH I SREDNJIH PREDUZEĆA U SRBIJI

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Izvod

Mala i srednja preduzeća predstavljaju okosnicu privrednog razvoja, kako razvijenih tako i zemalja u razvoju. Danas, mala i srednja preduzeća predstavljaju jezgro evropske industrije, ključnu komponentu inovacionog ciklusa i transformacije znanja u nove proizvode i procese. Uz strane direktne investicije, ovaj sektor bi u budućnosti mogao biti najrentabilniji, najkonkurentniji i najprofitabilniji deo privrede Srbije i predstavljati polugu privrednog rasta i zapošljavanja.

U savremenim, turbulentnim tržišnim uslovima, sektor malih i srednjih preduzeća suočen je sa padom tražnje, otežanom naplatom potraživanja, smanjenim prilivom investicija, otežanom kreditnom sposobnošću i likvidnošću, što je rezultiralo njihovim nepovoljnim položajem na tržištu. Ova preduzeća karakteriše i odsustvo horizontalnih i vertikalnih veza, odnosno nedovoljna međusobna povezanost u različite oblike poslovnog udruživanja, kao i povezanost sa velikim preduzećima i multinacionalnim kompanijama u lance dobavljača.

Kao glavne prepreke za razvoj grupacije malih i srednjih preduzeća na domaćem tržištu se javljaju: nedostatak finansijskih sredstava, nedostatak znanja, tržišta i nepostojanje adekvatne institucionalne infrastrukture. U okviru podrške malim i srednjim preduzećima opšti cilj jeste podrška razvoju kulture investiranja malih i srednjih preduzeća i preduzetnika u inovativnost radi povećanja konkurentnosti. Strateška prednost malih i srednjih preduzeća u Srbiji bi trebala da se zasniva na inovacijama, razvoju partnerstva, težnji za osvajanjem regionalnog tržišta. Pravac u kojem mala i srednja preduzeća u Srbiji mogu da se razvijaju jeste inovativni pristup realnim potrebama tržišta.

Ključne reči: mala i srednja preduzeća, inovativnost, partnerstvo

SUPPORT TO DEVELOPMENT SMALL AND MEDIUM COMPANIES IN SERBIA

Snežana Rakić

Abstract

Small and medium companies represent pole of economic development, both developed countries and those in development. Today, small and medium companies represent the heart of European industry, the key component of inovated cycle and processes. With foreign direct investments, this sector could be, in the future, the most important part of Serbian economy, and also represent the important lever of economical grow and employment.

In modern turbulent market conditions, the sector of small and medium companies face with demand decline, difficult payment of products, reduced inflow of investments, heavy credit rating and solvency, the result is their hard position on the market. The characteristics for these companies are absences in horizontal and vertical links, that is deficient reciprocal ties in different forms of business pooling, as well as ties with large companies and multinational companies which are in the supplier chain.

As main barriers in development groups of small and medium companies on home market are scarcity of financial resources, scarcity of knowledge, markets and absence of adequate institucional infrastructure. Within the framework of support to small and medium companies, the general aim is the support to development culture investment of small and medium companies and entrepreneurs in the inovation because of increasing competitive power. Strategic advantage of small and medium companies in Serbia should be founded on inovations, development of partnership, striving for finding new regional market. The line of development of small and medium companies in Serbia where they can develope is the inovative access to real market's needs.

In this work is given an example of strategic alliance „Metalna-Alfi Sistem“ Valjevo. The aim is to create frames for development of maintained small and medium companies which is turned to export.

Keywords: *small and medium companies, inovations, partnership*

MODERN AUTOMATIC FINANCIAL REPORTING USING INTERNET TECHNOLOGY

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Abstract

For the last two decades, the global business environment has been in a particular state of Information revolution, whose integrated part is the Internet, used on a daily basis by a large number of individuals i.e users. Nowadays, accessibility and transparency of business operating data is, by far, greater than before. It goes without saying that every serious business or company must have its website, i.e web presentation of its operations, that include financial statements. Information users, potential investors, can shortly familiarize with operating and success of a given company they are interested in, and based on data presented and their analysis, they can make final decisions.

Keywords: *Internet, financial reporting, web presentation*

THE IMPORTANCE OF FORENSIC AUDITING IN PREVENTING AND DETECTING FINANCIAL FRAUDS

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Abstract

Lately, the role and importance of forensic audit (forensic auditing) in all companies and financial institutions has grown. The reasons are numerous, and among them, the lack of special knowledge and experience of external and internal auditors, tax auditors, inspectors, and accountants with investigation of

criminal and other illegal acts is emphasized. Starting from this, in this paper we will briefly outline the role and importance of forensic auditing techniques in the prevention, testing and detecting fraud.

Keywords: *Forensic accounting, forensic audit, fraud detection.*

BREND MENADŽMENT KAO FAKTOR KONKURENTNOSTI U SRBIJI

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Izvod

Uloga brenda u Srbiji nije do sada dovoljno istražena niti se primena brendinga nalazi na željenom nivou. U periodu globalizacije i otvaranja Srbije prema zemljama u okruženju domaći proizvođači suočili su se sa prodorom jakih svetski poznatih brendova koji su preuzeli deo njihovog tržišnog učešća. Imajući u vidu neophodnost postizanja potrebnog nivoa konkurentnosti u cilju zadržavanja postojećeg tržišnog učešća i formiranja adekvatne ponude za prodor na inostrana tržišta domaći proizvođači moraju primeniti adekvatan marketinški pristup koji u fokusu mora imati brend kao osnovno sredstvo konkurentne borbe i diferencijacije. U ovom radu biće prikazana analiza brendova u Srbiji. Rezultati sprovedenog istraživanja u vezi analize brendova maloprodajnih objekata u Vojvodini biće predstavljena u radu.

Ključne reči: *brend menadžment, konkurentnost*

BRAND MANAGEMENT AS A FACTOR OF COMPETITIVENESS IN SERBIA

Maja Siljanovski

Abstract

Role of brand in Serbia has not been sufficiently researched neither has it been implemented to the required level. In the period of globalization and opening of Serbia towards the neighboring countries, when the local producers are faced with penetration of strong worldwide known brands, which have taken a part of their market share, and the development of adequate offer for penetration into international markets, the local producers have to implement adequate marketing approach which has to be focused on brand as a basic means of competition and differentiation. This paper presents the analysis of brands in Serbia. The results of the research on the analysis of brands for retail facilities in Zrenjanin will be presented in this paper.

Keywords: brand management, competitiveness

SISTEM MENADŽMENTA KVALITETOM „ZELENA PIRAMIDA“ U FUNKCIJI IMPLEMENTACIJE OHSAS 18001:2008 U MALIM I SREDNJIM PREDUZEĆIMA

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Izvod

Standard OHSAS 18001:2008 predstavlja Sistem upravljanja zaštitom zdravlja i bezbednošću na radu koji definiše zahteve kako bi se omogućilo da organizacija upravljanju rizicima, a koji imaju presudan uticaj na zdravlje i bezbednost na radu. Implementacija navedenog standarda u mala i srednja preduzeća je otežana zbog njihovih oskudnih finansijskih resursa i potrebe obezbeđenja

odgovarajućih resursa. Ovaj rad ima za cilj da predstavi jedan razvijen Sistem menadžmenta kvalitetom, pod nazivom „Zelena piramida“, koji predstavlja interni standard kompanije „Holcim Srbija“ d.o.o., i da ukaže na mogućnosti njegove primene uvođenja u mala i srednja preduzeća, a koji bi trebao da prethodi uvođenju standarda OHSAS 18001:2008. Sistem „Zelena piramida“ predstavlja primer dobre prakse, odnosno adekvatan alat, jer sadrži sve zahteve iz oblasti bezbednosti i zdravlja na radu kao i navedeni standard kvaliteta, a u nekim zahtevima i nadilazi navedeni standard. Stoga se u radu sistem „Zelena piramida“ razmatra detaljnije. Najpre se razmatra njegova struktura, potom način njegove implementacije u mala i srednja preduzeća, i najzad prezentuju njegove najznačajne karakteristike. Autori zaključuju da je sistem „Zelena piramida“ efektivan i snažan sistem upravljanja zaštitom zdravlja i bezbednošću na radu, čijom implementacijom MSP nesumnjivo mogu olakšati ispunjavanje i potonju implementaciju standarda OHSAS 18001:2008, kako bi nekontrolisane opasnosti preveli u kontrolisani rizik i na taj način ostvarili potpuniju zaštitu na dobrobit zaposlenih i samih MSP.

Ključne reči: standard OHSAS 18001:2008, sistem „Zelena piramida“, implementacija, mala i srednja preduzeća

Abstract

Standard OHSAS 18001:2008 represents Occupational Health and Safety Management Systems, defining requirements to enable an organization to manage risk, which have a decisive impact on the health and safety at work. Implementation of this standard in SMEs is hampered because of their scarce financial resources and needs of securing adequate resources. This paper aims to present one developed Quality Management System, titled "Green Pyramid", which represents the internal standard of company "Holcim Serbia", and to show the possibility of its application and implementation in SMEs, and which should precede the introduction of OHSAS 18001:2008 standard. The system "Green Pyramid" is an example of good practice and appropriate tool, because it contains all the requirements of safety and health at work, as well as referred standard of quality, and in some requirements goes beyond this standard. Hence the paper considers the "Green Pyramid" system with more details. First it considers its structure, then the manner of its implementation in SMEs, and finally presenting its most significant characteristics. The authors conclude that the "Green Pyramid" system is an effective and powerful system for managing

health and occupational safety, whose implementation SMEs can undoubtedly facilitate the fulfillment and subsequent implementation of OHSAS 18001:2008 standard, in order to transfer uncontrolled hazards into controlled risk, and thus achieve complete protection for the welfare of employees and SME itself.

Keywords: OHSAS 18001:2008 standard, the "Green Pyramid" system, implementation, SMEs

DIMENSIONS OF SERBIAN NATIONAL CULTURE AND THEIR INFLUENCE ON MANAGEMENT

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Abstract

In the era of globalization when a large number of companies are operating in different countries and cultures and have multicultural workforce, the importance of national culture is gaining special attention in fields of management and organizational behavior. In such circumstances, there is inevitable „mixing“ of cultures what causes certain positive and negative effects. How this mix of cultures influences the operations of the company, depends on the management of culture. For this reason, the knowledge and understanding of national cultures is necessary. National culture has a strong influence on management and organizational behavior segments such as: motivation, leadership, organizational structure and management of organizational changes. The aim of this study is to analyze certain management practices in Serbia using Hofstede's cultural dimensions (power distance, individualism-collectivism, uncertainty avoidance and masculinity – femininity). The study was conducted in city of Zaječar and involved 100 subjects from the following organizations: the Electricity Board, the Postal Savings Bank, the Health Insurance Fund, the National Employment Service and Special Hospital for Rehabilitation Gamzigrad". The results obtained support that Serbian national culture is characterized by high power distance, high uncertainty avoidance, high collectivism and dominant feminine values.

We can observe an apparent paradox that includes high power distance and dominant feminine values. High power distance indicates that Serbian managers have some degree of authority, determination and quick decision-making, while a feminine dimension of Serbian national culture indicates the opposite way of leadership.

Keywords: national culture, organizational behavior

THE ROLE OF BANKS SPECIALIZED IN ECONOMIC DEVELOPMENT WITH REFERENCE TO THE AGRICULTURAL BANK

Abdalghani Ashkal

Abstract

At the end of the Second World War came to an independent course of economic theory, known as the (development economics). Since that time, governments in developing countries in Asia, Africa and Latin America and some European countries are beginning to think seriously about developing. However, the definition of development is not clear to this day in the minds of decision-makers and those who implement these decisions into practice. Because if you did, would developing countries, among them the Arab world, have come to a situation that in most areas of economic and social stagnation and regress. There is no doubt that there are some improvements in education and health care in some developing countries, including Arab countries, but it is not at the level that these countries want to achieve. Because the world is now confronted with many rapid and successive changes in the field of economics. One who follows the development of the economy, has to notice that the range of changes that take place, going from a fundamental transformation in the direction of free market economy and its mechanisms. Such economic trends had different effects and consequences on developing countries. The characteristic of the Libyan economy is manufacturing, but manufacturing subsidiary dominance of one sector, which is the oil sector. Because oil is a source of capital necessary for the development and production operations, as well as a way of obtaining foreign exchange. It should be noted that this

property is characteristic of most economies of the developing countries. Libya now experiencing structural changes in the implementation of economic development programs and turning towards liberalizing commercial sector and invites domestic and foreign investors to participate in the economic development plans. Specialized banks are making great efforts to achieve economic development in different regions, as seen through the massive volume of investments, which is characterized by agriculture, industry and housing. Specialized banks are activated and supportive role of the private sector in economic activities, because they are one of the most important pillars of economic reforms in Libya small and medium enterprises with their basic needs in goods and services as required.

Keywords: *banking sector, development, agriculture*

ULOGA BANAKA SPECIJALIZOVANIH ZA EKONOMSKI RAZVOJ SA OSVRTOM NA POLJOPRIVREDNE BANKE

Abdalghani Ashkal

Apstrakt

Krajem drugog svetskog rata pojavio se nezavisan pravac ekonomske teorije, poznat pod nazivom (ekonomija razvitka). Od tog doba, vlade u zemljama u razvoju, u Aziji, Africi i Latinskoj Americi, a i u nekim evropskim zemljama počinju ozbiljno da razmišljaju o razvoju. Ali, definicija razvoja nije ni do danas jasna u glavama onih koji odlučuju i onih koji te odluke sprovode u delo. Jer da jeste, ne bi zemlje u razvoju, a među njima i arapski svet, došli u situaciju da u većini privrednih i društvenih oblasti stagniraju i nazaduju. Nema sumnje da postoje neki pomaci u oblasti obrazovanja i zdravstva u nekim zemljama u razvoju, uključujući i arapske, ali to nije na onom nivou koji te zemlje žele da ostvare. Jer svet se danas suočava sa mnogim brzim i sukcesivnim promenama na polju ekonomije. Onaj ko prati razvoj ekonomije, mora da primeti da dijapazon promena koje se dešavaju, ide od fundamentalne transformacije u pravcu slobodne ekonomije i njenih mehanizama. Ovakva ekonomska kretanja imala su različite efekte i posledice na zemlje u razvoju. Karakteristika libijske privrede jeste proizvodnja, ali proizvodnja podređena dominaciji jednog sektora, a to je sektor nafte. Jer nafta je izvor kapitala

neophodnog za razvoj i proizvodne operacije, a i način sticanja deviza. Treba napomenuti da ova osobina karakteriše većinu privreda zemalja u razvoju. Libija sada doživljava strukturne promene u primeni ekonomskih razvojnih programa i okreće se ka liberalizaciji komercijalnog sektora i poziva domaće i strane investitore da učestvuju u ekonomskim razvojnim planovima. Specijalizovane banke ulažu velike napore u cilju postizanja privrednog razvoja u raznim regijama, što se vidi kroz obim masovnih investicija, koje karakterišu sektor poljoprivrede, industrije i stanovanja. Specijalizovane banke aktiviraju i podržavaju ulogu privatnog sektora u ekonomskim aktivnostima, zato što su jedan od najvažnijih stubova ekonomske reforme u Libiji mala i srednja preduzeća sa svojim osnovnim potrebama u robi i neophodnim uslugama.

Ključne reči: bankarstvo, razvoj, poljoprivreda

ENVIRONMENTAL QUALITY INCREASE AS MOTIVATION FACTOR FOR CONTEMPORARY LAND MANAGEMENT METHODS DEVELOPMENT

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Abstract

Environmental quality increase and global warming prevention are strong motivation factor for research in the field of land management recovering. Coal, as non renewable resources and its exploitation causes immense disturbances in the environment and on the globe. Large land areas are damaged and destroyed in the mining industry, much more than in other industries. Open mines, deep depressions, mining pits and holes are economically unutilized areas. Disturbance of natural assembly of agricultural land in the vicinity of open mines areas leads to the inability of land use for crop production, because the land lost productive capacity and therefore this land is out of agricultural land

fund. It makes a big loss for the country's economy, directly in financial sector and indirectly through environmental damages and increase of global warming. This paper is dealing with the investigation of the most suitable contemporary methods in long term land management and motivation factor for it. The methods are developed theoretically and through experimental results on Kostolac open coast coal sites as a case study. Optimal land management recovery method is selected and recommended.

Keywords: *Environmental quality, motivation factor, land management, recovery method, Kostolac enterprise.*

MANAGEMENT IN THE AREA OF REVERSE LOGISTICS

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Izvod

Povratna logistika se bavi povratnim tokovima proizvoda, od kupca nazad do logističke mreže, radi ponovne upotrebe, recikliranja ili obnavljanja, a zbog ekonomskih, korisničkih ili zahteva životne sredine. Značaj povratne logistike je sve veći u poslednjih nekoliko godina, dok u isto vreme, broj preduzeća koji posluju u ovoj oblasti ubrzano raste kao odgovor na mogućnost za ostvarenja dodatne zarade. Ako se procesima povratne logistike uspešno upravlja može doći do smanjenja logističkih troškova i uvećanja prihoda. Iz tog razloga efikasno upravljanje povratnom logistikom može značajno doprineti profitabilnosti preduzeća minimiziranjem nepotrebnih troškova. Kroz ovaj rad pokušali smo da bliže pojasnimo koncept povratne logistike, ukažemo na ključne razloge za njeno uvođenje, kao i oblasti primene. Bavili smo se i odnosom direktne i povratne logistike, njihovim sličnostima i međusobnim razlikama. Na kraju smo posebnu pažnju posvetili problemu upravljanja povratnim tokovima, prednostima koje ono donosi preduzeću i istakli 5 kritičnih faktora uspeha u oblasti povratne logistike.

Ključne reči: *povratna logistika, povratni tokovi, upravljanje*

Abstract

Reverse logistics is concerned with the return flows of products back from the customer to the logistics network for reuse, recovery or recycling for environmental, economic or customer service reasons. The importance of reverse logistics has increased in the recent years, while at the same time, number of companies engaged in this sector is growing rapidly in response to the opportunities to create additional wealth. If the reverse logistics process is managed correctly, it can minimize logistics costs and improve revenue. Therefore effective reverse logistics management can add significantly to an organisation's profitability by minimising unnecessary costs. Through this work we have tried to clarify closer the concept of reverse logistics, point out the key reasons for its introduction, and the fields of application. We looked into the relationship of direct and reverse logistics, their similarities and their differences. In the end, we paid a special attention to the problem of managing reverse flows, advantages that it brings to the enterprise and highlighted five critical success factors in the field of reverse logistics.

Keywords: *reverse logistics, reverse flows, management*

MANAGING CHANGES IN SCHOOLS

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Abstract

"There is nothing harder than to take something than to take managing, more dangerous and that is more unlikely to succeed than to become a leader in establishment of a new order of things"

Niccolo Machiavelli

In order to plan, lead, organize, control, in a word – to manage, means to make decisions and to implement. To be with an open mind and determined in various situations, to be a democrat, but a dictator as well, even a manipulator. Management, as a modern, universal process, requires the manager to properly use the maximum power and responsibility that are given to his function, to gain authority in the institution that he is managing, use his ability to influence over the others, the employees in the institution that he is managing, to use their power properly and never forget their significance. Whether we see the management as a science, a profession or a skill, it is a continuous process that is constantly moving and changing. Throughout its development it has been through various schools, but all of them are based on the same – the basic functions that the successful functioning of the institutions in the society depends on, and the civilization in general. The society changes, especially in the recent decades, and coping with these changes doesn't mean slowing them down, but contrary – it means learning the most effective and efficient way to exceed the problems that are an inevitable part of the changes. Changes in society are changes in education, and changes in education change the place that the educational institutions have in the country, and that inevitably leads to changes in running and managing with the educational institutions. Changes in order to increase the quality of management towards improving the quality of educational services to the demands of the modern times. Only a modern management is appropriate to modern times. The director, as a lead character in the implementation of management in schools, has the responsibility of coping with the needs of modern times, setting goals and scoring in a high level, because living means solving problems, and growing means greater ability to solve bigger problems.

Keywords: *management, changes, principal*

DEVELOPMENT OF DYNAMIC CAPABILITIES WITH NEW GROWTH PLATFORM APPROACH - AN EMPIRICAL STUDY OF PRIVATE ACUTE HOSPITALS IN SWITZERLAND

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Abstract

Swiss health care is confronted with fundamental changes. On the one hand, there are increasing costs in patient treatments, caused by innovative technology with new high-capacity medical devices, and a lack of effectiveness and efficiency in the organisation of a hospital. On the other hand, hospitals will have decreasing revenues with the introduction of the new patient classification and tariff system DRG by 2012. For every DRG, hospitals will receive a fixed price, separate from the actual costs of the patient treatment.

In this paper we explore the case of 13 successful Swiss private acute hospitals which are also confronted with these pressures to reduce their costs of patient treatment and therefore to optimise their processes of care. We focus on the RBV of the hospital, and more specifically on a dynamic capabilities. Although dynamic capabilities are idiosyncratic in their details and path dependent in their emergence, they have significant best practise across firms [1]. We use the NGP to put new trends, key customers needs, and capabilities together in a framework. This is the basis for the development of a new strategy approach.

We started our research with the evaluation of new trends, key customers needs, and capabilities, with questionnaires for attending physicians and hospital managers. With a NGP it was possible to collect all results for both hospital groups: the prospector and defender hospitals. It includes the Principal Component Analysis to analyse the interrelationships among the very

important simple capabilities which are the basis for the development of dynamic capabilities.

The NGP approach gives hospital managers the following crucial information for a strategy formulation in fundamental changing environments: Prospector hospitals have to involve the following key capabilities in their strategy: Decision making, visionary leadership, relationship with insurance companies, cooperation with physicians, and relationship with patients. In contrast, defender hospitals have to consider: Communication, culture, reputation, and relationship with patients, insurance companies and physicians.

We suggest that in such moderately dynamic markets, the management of effective capabilities will increase the level of knowledge and will lead to a higher customer satisfaction. The long-term result is a better reputation which helps to outperform competitors and to reach sustainable competitive advantage.

Keywords: *private acute hospitals, DRG (Diagnosis Related Groups), moderately dynamic market, NGP (New Growth Platform), capabilities, sustainable competitive advantage, leverage*

WEBSITE DATA AS A SOURCE FOR STRATEGIC DECISIONS: THE CASE STUDY OF WINERY WEBSITES

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Abstract

Purpose – Wine is increasingly being marketed on the internet. Information presented on the website is the most important data that the winery wants to present to consumers. Conclusions derived from presented data could be used for analysis the present situation in field and for strategic decisions and strategic measures. The purpose of this paper is to investigate the present situation in relation to the existence of winery websites in Serbia, to analyze website parameters according to research done previously by other authors and to

propose some strategic measures in order to improve business for Serbian wineries.

Design/methodology/approach – A list of questionnaires based on literature research was implemented in winery website analysis. The study was conducted based on a list of members of the Serbian wine and vineyard Association (VIVIS), other Serbian wine stakeholder associations and websites that represent Serbian wineries. Some 114 wineries out of 210 registered were observed on the internet.

Findings – The findings suggest that winery websites are not implemented and used enough to promote wines and raise sales. Research discovers values and parameters that have to be presented on website and that some corrections in wine business have to be realized according to gained results and results from researches in other countries.

Originality/value – There is scant literature on status of winery websites especially in countries like Serbia, where domestic wineries tend to be competitive and more cognitional to domestic and foreign consumers. According to literature analysis we grouped business parameters presented on site in 8 different dimensions and through three different groups of wineries (micro, small and medium) present their similarities, differences and reveal some opportunities in winery businesses. This research highlights the need for wineries to give attention to the website content and to improve their strategies.

Keywords: Winery website, Performance measures, Success factors, Serbia

THE ROLE OF COMMUNICATION IN NEW TECHNOLOGIES AND INNOVATIONS INTRODUCTION*

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Abstract

The aim of this article is to highlight the importance of coupling between technology, communication and multimedia, both in business systems and all life spheres. Effective communication skills enable all people, especially managers, to use a wide range of talents in multi-cultural organizations. It is obvious that globalization in business world represents a challenge for the communication skills of managers. Like all other intellectual activities, communication can be developed and adapted to the new challenges.

The literature about telecommunications development and publishing is impressive in representing technological and market opportunities. If it is to believe, we are close the time when everyone, at any time, would be able to get any IT product without leaving home. All communication forms in this field include two-way information exchange between individuals and computer programs (systems) that act as human surrogates. Interpersonal forms are different from all other forms by almost total absence of human intermediation. They can use technology providers, such as telephones and personal computers, as well as language mediators, such as professional translators, to facilitate communication across the time, distance and culture without external control and data manipulation. Without innovations, a whole venture of technology improvements would be impossible. New technologies, production organization, markets and economy open up a new era - maybe worse, maybe

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better, but certainly different. Since the rule of technological imperative over us is strong, our task would be to understand the essential elements of a technological era, as well as tendencies coupled with the application. Finally, we have to establish laws and institutions that will develop technology with universal benefits. This is especially important for technology related to information, education and telecommunications.

Keywords: *communication, technology, public relations, multimedia, innovations*

ULOGA KOMUNIKACIJE U UVOĐENJU NOVIH TEHNOLOGIJA I INOVACIJA*

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Nada Štrbac, Danijela Voza*

Izvod

Ciljevi ovog rada su da se postigne veća edukacija o važnosti sprege tehnologije, komunikacija i multimedija, kako u poslovnim sistemima tako i u svim sferama života. Efektivne komunikacione veštine omogućavaju svim ljudima, a posebno menadžerima da iskoriste široku lepezu talenata koju nudi multikulturalni svet organizacija. Izvesno je da globalizacija poslovanja predstavlja izazov za komunikativne sposobnosti menadžera. Komunikacije, kao sve druge intelektualne aktivnosti, mogu se razviti, izbrusiti u novim izazovnim okolnostima.

Literatura o razvoju telekomunikacija i, do izvesne mere, izdavaštva impresivna je po prikazima tehnoloških i tržišnih mogućnosti. Ako joj je verovati, bliži se vreme kada će svako, u bilo kojem trenutku, moći da dođe do bilo kojeg informatičkog proizvoda, ne mičući se iz svog doma. Svi oblici komunikacije iz

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ove oblasti podrazumevaju dvostranu razmenu informacija između pojedinaca ili između pojedinaca i kompjuterskih programa (sistema) koji se ponašaju kao ljudski surogati. Međuljudske forme razlikuju se od svih ostalih formi gotovo potpunim odsustvom ljudskog posredovanja. Odnosno, one mogu da koriste tehnološke posrednike, kao što su telefoni i personalni računari, kao i jezičke posrednike, poput profesionalnih prevodilaca, da olakšaju komunikaciju kroz vreme, rastojanja i kulture, ali ne postoji nikakva spoljašnja kontrola podataka i manipulacija. Bez inovacija, čitav poduhvat unapređenja tehnologije bio bi nemoguć. Nove tehnologije, organizacije proizvodnje, tržišta i ekonomije otvaraju novu eru, možda goru, možda bolju, ali svakako drugačiju. S obzirom da je vladavina tehnološkog imperativa nad nama čvrsta, naš zadatak bi, čini se, bio da shvatimo najbitnije elemente jedne tehnološke ere, kao i tendencije skopčane s primenom. Najzad, moramo da smišljamo zakone i institucije koji će tehnologiju razvijati tako da korist od nje bude što univerzalnija, posebno onu koja se tiče informisanja, obrazovanja i telekomunikacija.

Ključne reči: komunikacija, tehnologija, odnosi s javnošću, multimediji, inovacije

SYSTEMIC APPROACH TO THE ANALYSIS OF THE EFFECTS OF GLOBAL ECONOMIC CRISIS ON THE COST OF BASIC METALS

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Abstract

In this paper the impact of the global economic crisis on the price of base metals was analyzed. The basic parameters of importance that were discussed are: fuel prices (coal, crude oil, heating oil, natural gas, liquefied natural gas, propane). Given the large number of parameters that are monitored at the same time the correlation between energy prices and changes in the price of base metals (aluminum, copper, gold, hot rolled steel, iron ore, lead, nickel, silver, tin, uranium, zinc, platinum, palladium) was accompanied by systems approach.

Review covers the period of January 2006. to February 2013. years, including the period of the global economic crisis.

Keywords: *systemic approach, the global economic crisis, energy prices, metal prices*

SISTEMSKI PRISTUP U ANALIZI UTICAJA SVETSKE EKONOMSKE KRIZE NA CENU OSNOVNIH METALA

Ivica Nikolić, Ivan Mihajlović

Izvod

U ovom radu analiziran je uticaj svetske ekonomske krize na cenu osnovnih metala. Kao osnovni parametri od značaja razmatrane su cene energenata (uglja, sirove nafte, lož-ulja, prirodnog gasa, tečnog prirodnog gasa, propana). S obzirom na veliki broj parametra koji su istovremeno praćeni korelacija između cene energenata i promene cene osnovnih metala (aluminijum, bakar, zlato, toplo valjani čelik, rude gvožđa, olovo, nikl, srebro, kalaj, uranijum, cink, platina, paladijum) praćena je sistemskim pristupom. Razmatranje obuhvata vremenski period od januara 2006. godine do februara 2013. godine, uključujući period od početka svetske ekonomske krize.

Ključne reči: *sistemski pristup, svetska ekonomska kriza, cena energenata, cena metala*

EQUIPMENT EFFICIENCY METRICS IN PRODUCTION SYSTEMS A LITERATURE REVIEW AND SURVEY

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Abstract

This paper shows a literature review of efficiency ratios for equipment in production systems. The literature analysis uses the approach of Scientometrics. This methodology gives a good general view of the suggested metrics in the

scientific field. The most common used metric for equipment effectiveness is the Overall Equipment Effectiveness OEE ratio. The searching in the scientific databases like Scopus based on this metric. The main focus of the study is to find new developed metrics to measure the efficiency of the whole production system. Several scientometrics methods are used to show and find hot spots in the science map. Some of these visualization and analyzing methods are illustrated like author-paper, Paper citation and keyword network. Additional the results of a survey over the practical use of equipment metrics are stated like OEE, TEEP, first pass yield,

Keywords: *equipment efficiency, production systems*

THE INTERNAL CONTROL IN JOINT STOCK COMPANIES – NECESSITY OR CHALLENGE

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Abstract

Large concentration of the capital and labor force gives the joint stock companies very strong position on the market through which they have great influence on the economic and the political processes. Hence, the right question that arise is to determine the right way of conducting control of joint stock companies, that has great importance not only for the companies, but as well for the whole society.

The main aim of this paper is to determine the significance of the internal control in the joint stock companies. Together with the business activities of the company, it should contribute for the successful realization for its business venture as well as for stability and continuity of the company. Special attention will be paid on the bodies that conduct the internal control in the joint stock companies, as well as the subject and method of exercising the control.

The issue of internal control will be brought in accordance with the established legal framework of the Company Law, whereby special emphasis will be put on

the relevant legislation of the Republic of Macedonia, giving a modest contribution to the further study of the subject matter.

Keywords: *Internal control, Joint Stock Company, Supervisory Board, Shareholders*

UNUTRAŠNJA KONTROLA U AKCIONARSKA DRUŠTVA – NUŽNOST ILI IZAZOV

Ljupčo Petkućeski, Marko Andonov, Zoran Mihajloski, Kate Trajkova

Izvod

Velika koncentracija kapitala i radne snage akcionarski društava daje njima vrlo jaku poziciju na tržištu kroz koje ova društva imaju široki uticaj na ekonomske i političke procese svake društvene zajednice. Dakle, spravom postavlja se pitanje, kojim načinom treba kontrolisati ova društva, odnosno kako i na koji način vršiti kontrolu lica koji upravljaju ovim društvima. Pitanje unutrašnje kontrole poslovanja akcionarskog društva jeste pitanje koje je od najvećeg značaja, kao za samo društvo tako i za širu društvenu zajednicu.

Svrha ovog rada je utvrdi značaj unutrašnje kontrole akcionarskog društva, koja, zajedno sa ukupnim poslovnim aktivnostima društva, treba doprineti uspešnoj implementaciji njegovog poslovnog poduhvata, kao i stabilnosti i dosednosti u radu društva. tela koje sprovodi unutrašnju kontrolu društva, kao i predmetu i načinu ostvarivanja kontrole.

Pitanje unutrašnje kontrole će biti izneto u skladu sa utvrđenim zakonskim okviru prava društava, uz poseban akcenat koji će biti stavljen relevantnom zakonodavstvu Republike Makedonije, koji će dati skroman doprinos daljem proučavanju predmeta ove problematike.

Ključne reči: *unutrašnja kontrola, akcionarsko društvo, nadzorni odbor, akcionari*

STRATEGIC MANAGEMENT CONCEPT AND MARKET RESTRUCTURING AS A RESPONSE TO CHALLENGES DURING THE GLOBAL CRISIS

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Abstract

The global financial and economic crisis actualize the useage of modern concepts of strategic management. Radical changes in business environment, which are manifested many discontinuities and turbulent changes of business conditions, justifies the implementation of significant structural changes in the way of doing business. Starting from the radical changes of the total and direct market environment, and the postulate that the company has perspective if it has customers, then it seems that one of the starting points of the process of restructuring should be a market restructuring. Financial, managerial and organizational restructuring will be pointless without market restructuring. Of course, partly reverse also holds true. It is impossible to expect success in terms of market restructuring, unless a corporate restructuring is done, or, in other words, if there is no an appropriate macro-economic business environment. The application of the strategic management concepts in the implementation of necessary structural changes is a rational analytical framework to meet the challenges of the environment, primarily through the ensuring the competitive advantage and satisfaction of demanding customers. In new, changed market conditions of decreasing demand, there is a stronger need for implementation of comprehensive process of business restructuring, which is substantially based on market restructuring. Taking into account all above mentioned this paper focuses on the current challenges, as well as the analysis of previous trends of the market restructuring in our country in the previous transition period.

Keywords: market restructuring, strategy, marketing, management, crisis.

STRATEGIJSKI KONCEPT UPRAVLJANJA I TRŽIŠNO RESTRUKTURIRANJE KAO ODGOVOR NA IZAZOVE U USLOVIMA SVETSKE KRIZE

Dejan Riznić, Radmilo Nikolić, Aleksandra Fedajev, Tamara Rajić

Izvod

Svetska finansijska i ekonomska kriza aktuelizira primenu savremenih koncepata strategijskog menadžmenta. Radikalne promene poslovnog okruženja, u kome se ispoljavaju brojni diskontinuiteti i turbulentne izmene uslova poslovanja, neminovno nameću sprovođenje značajnih strukturnih promena u načinu poslovanja. Polazeći od radikalnih izmena ukupnog i neposrednog tržišnog okruženja, te od postulata da preduzeće ima perspektivu samo ako ima svoje kupce, onda se čini da jedno od polazišta svih procesa restrukturiranja preduzeća treba da predstavlja tržišno restrukturiranje. Finansijsko upravljačko ili organizaciono restrukturiranje biće bezpredmetno bez tržišnog. Naravno, delimično važi i obrnuto. Nemoguće je očekivati uspehe na planu tržišnog restrukturiranja, ako se ne sprovede poslovno restrukturiranje, odnosno ukoliko se ne obezbedi odgovarajući makro-ekonomski poslovni ambijent. Primena koncepata strategijskog menadžmenta, u sklopu neophodnih strukturnih promena, predstavlja racionalan analitički okvir za odgovore na izazove iz okruženja, pre svega kroz obezbeđenje konkurentske prednosti i satisfakcije sve zahtevnijih potrošača. U novim, izmenjenim tržišnim uslovima pada tražnje, jača potreba za implementacijom sveobuhvatnih procesa poslovnog restrukturiranja koje je u značajnoj meri zasnovano na tržišnom restrukturiranju. Polazeći od svega navedenog ovaj rad je posvećen postojećim izazovima, kao i analizi dosadašnjih pravaca tržišnog restrukturiranja preduzeća u našoj zemlji u predhodnom periodu tranzicije.

Ključne reči: tržišno restrukturiranje, strategija, marketing, upravljanje, kriza.

ULOGA I ZNAČAJ LIDERSTVA U UPRAVLJANJU PROMENAMA

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Izvod

U organizacijama se svakodnevno dešavaju male promene, a svaka organizacija doživi bar jednu veliku promenu tokom svog životnog veka. Ključni faktor organizacionog uspeha jeste sposobnost organizacije da reaguje na promene. Lideri imaju ključnu ulogu u organizacionim promenama; oni postavljaju pravce i usmeravaju zaposlene da ih slede. Organizaciona promena bez liderstva može izazvati nepoverenje od strane zaposlenih i investitora, te su zbog toga lideri odgovorni da prikažu potrebu za promenama kao i da postave zajedničke ciljeve. Uspešni lideru nadgledaće saradnju između organizacionih jedinica, osiguravajući da je proces organizacionih promena usklađen sa opštim ciljevima, misijom i vizijom organizacije. Razumevanja odgovora zaposlenih na promene jedan je od glavnih faktora upravljanja promenama u organizacijama. Lideri se suočavaju sa neplaniranim situacijama, neočekivanim odgovorima i različitim izazovima tokom promene. Odsustvo liderstva može imati dramatičan uticaj na organizaciju. Dobar lider može slab poslovni plan pretvoriti u uspešan dok loš lider može upropastiti i najbolji plan kao i budućnost organizacije.

Ključne reči: *liderstvo, lideri, organizacione promene, upravljanje promenama*

THE ROLE AND IMPORTANCE OF LEADERSHIP IN MANAGING CHANGE

Suzana Bursać, Ivana Knežević

Abstract

In organizations small changes occurs every day, but nearly all organizations experience major changes at least once over a lifetime. The key factor of organizational success is the ability to respond to change. Leaders have a key role in organizational changes; they set directions and influence on people to follow that direction. Organizational change without leadership can cause mistrust by employees and investors, which is the reason why leaders are responsible for demonstrating the need for change and setting common goals. Successful leaders will oversee collaboration between departments, ensuring that process of organizational change is aligned with the overall goals, mission and vision of the organization. Understanding employee's response to changes is one of the main factors in managing change in organizations. Leaders have to deal with unplanned situations, unexpected responses and different challenges during the change. The absence of leadership can have dramatic effect on organization. Good leader can make success of a weak business plan, but a poor leader can ruin the best plan, and future of the organization.

Keywords: leadership, leaders, organizational change, managing change

INFORMATION MANAGEMENT OF DISTRIBUTED PRODUCTION SYSTEMS

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Abstract

Information management of distributed production systems includes collecting and converting manufacturing, logistics and quality multi-attribute

measurements into a quality value corresponding to each entity in the production system. Data integration requirements for manufacturing systems are driven by increased productivity and flexibility of the system and production quality demands, such as co-operation of application systems, consistency of the information model and continuity of communication through all management and control levels. Efficiency problem in managing distributed production systems consists of real-time data gathering from various Company sites (storage, production, etc.), data interpretation, storage and proper use of information. To take full control of distributed production system management, manufacturers need to access real-time operational information captured from multiple locations. In the given example, distributed production systems consists of diverse types of machines and tools and is scattered at three different locations. Because of the distance between these production systems of the same company, the control of assembly, sub-assembly of products, as well as the logistics (indent and warehouse management) is of great importance to ensure a high level of production quality and the complete management of a company. This paper proposes a solution for real-time information management and communication problem between company headquarters and three distributed divisions of manufacturing system by application of Teamcenter software. This software package provides working environment for the exchange of data between the departments of the company, as well as option to include customers and suppliers in production process.

Keywords: *information management, production*

UPRAVLJANJE PROMENAMA I KRIZNI MENADŽMENT

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Izvod

Promene predstavljaju pokretačku snagu preduzeća. Svaka promena nosi određen stepen rizika i izazove koje preduzeća treba da prevaziđu kako bi

ostvarila poslovni uspeh. Način na koji će preduzeće reagovati na promene zavisi od karakteristika i spremnosti da se odgovori na zahteve internih i eksternih uslova okruženja u vreme krize. Sprovedena studija istražuje aktivnosti i spremnost preduzeća na krize, u zavisnosti od veličine, dužine i nivoa poslovanja. Istraživanje je sprovedeno na uzorku od 87 preduzeća, pri čemu su upitnici slati menadžerima elektronskim putem. Neparametarskim testom utvrđeno je da postoje uticaji veličine preduzeća, dužine i nivoa poslovanja na određene aktivnosti kriznog menadžmenta. Uticaji su utvrđeni sa nivoom statističke značajnosti $p < 0,05$. Rezultati su pokazali da veličina preduzeća utiče na razlike u postojanju timova za krizne situacije, efektivno upravljanje promenama i upoznatost zaposlenih sa benefitom promena. Godine poslovanja preduzeća značajno utiču na reagovanje preduzeća na krizne situacije, postojanje timova za krizne situacije, upravljanje promenama, održavanje sastanaka menadžmenta vezano za upravljanje promenama i znanje zaposlenih o benefitu promena. Nivo poslovanja utiče značajno na reagovanje preduzeća na krizne situacije, održavanje sastanaka menadžmenta u vezi promena i znanje zaposlenih o benefitu promena.

Ključne reči: *upravljanje promenama, krizni menadžment*

MANAGEMENT OF CHANGES AND CRISIS MANAGEMENT

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Abstract

Change is the driving force behind the company. Any change carries some degree of risk and challenges that businesses need to overcome in order to achieve business success. The way in which the company will respond to changes depends on the characteristics and readiness to respond to the demands of internal and external environmental conditions at the time of crisis. Study conducted investigates the actions and the readiness of companies for the crisis, depending on the size, duration and level of operations. The survey was conducted on a sample of 87 companies, with questionnaires sent to managers

electronically. Nonparametric (Chi-square) test showed that there are influences of firm size, duration and level of business activity in certain activities of crisis management. Impacts are determined by the level of statistical significance $p < 0,05$. The results showed that company size has impact on the differences in the existence crisis teams, effective change management and employee awareness of the change benefit. Year of business operations significantly affects crisis response of the company, the existence of a crisis teams, managing of changes, management meetings regarding changes and knowledge of employees about the benefits of changes. The level of business operations significantly affects the response of enterprises to crisis, management meetings regarding changes and knowledge of employees about the benefit of changes.

Ključne reči: *management of changes, crisis management*

UPRAVLJANJE VIRTUALNIM TIMOM U PROCESU RAZVOJA NOVOG PROIZVODA

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Izvod

Cilj rada je predstavljanje modela upravljanja virtualnim timom u procesu razvoja novog proizvoda. Moderno poslovanje je praktično nemoguće bez kreiranja nove vrednosti za kupce, dok se u isto vreme mora voditi računa o konkurentskom položaju kompanije. Novi proizvod se pokazao kao najbolje sredstvo za postizanje ova dva ključna cilja u poslovanju. Međutim, ni razvoj novog proizvoda nije nepoznanica za konkurenciju. Ovo je razlog da se pribegne nekom metodu ubrzanja razvoja novog proizvoda. Timski rad se pokazao kao jedan od efikasnijih metoda, sa razvojem tehnologije dolazi do evolutivnih promena timskog rada. Sve više se pojavljuju virtualni timovi koji su fluidniji od „klasičnih“, međutim upravljanje ovakvim timom je mnogo zahtevniji zadatak. Prikazani model pruža neke bitna shvatanja na osnovu kojih

se lakše mogu uočiti problemi u funkcionisanju virtualnog tima i samim tim lakše je sprečavati pojavu ozbiljnih greški u ishodima timskog rada.

Ključne reči: timski rad, virtualni tim, timska komunikacija, razvoj novog proizvoda, skraćanje vremena razvoja novog proizvoda, kablovska industrija

MANAGING VIRTUAL TEAM IN NEW PRODUCT DEVELOPMENT PROCESS

Radovan Vladislavljević, Milan Janković, Vladan Nikolić

Abstract

Scope of this paper is introduction of model for managing virtual team in new product development process. Modern business is practically impossible without creating new value for customers, while maintaining a strong concurrent position on market. New product is becomes one of the best tool for achieving these two crucial business goals. However new product development is not unique or secret process and competition could easily begin there processes. This is main reason for undertaking some method for speeding up new product development process. Teamwork is revealed as one of the more effective methods, with technology development teamwork experience some sort of evolution. There are more and more virtual teams, those teams are more fluid then "classic" teams but managing becomes more challenging. The model that we show in this paper provides some important insight which could lead to spotting the problems in teamwork earlier and therefore easily prevent serious disaster in teamwork outcome.

Keywords: teamwork, virtual team, team communication, new product development, compressing time in new product development, cable industry

POSLOVNA ETIKA I OČUVANJE ŽIVOTNE SREDINE

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Izvod

Dobro poznata poslovice kaže: Ne seci granu na kojoj sediš. Ovo upozorenje u mnogo čemu se može primeniti na savremeni preduzetnički biznis i njegov uticaj na prirodnu sredinu. Moderna tehnologija omogućila je čovečanstvu materijalno blagostanje nezabeleženo u dosadašnjoj ljudskoj istoriji. U isto vreme, industrijski razvoj doveo je do opasnog zagađenja životne sredine i ugrožavanja prirodnih resursa i ekološke ravnoteže.

Svet biznisa mora naučiti jezik prirode i razumeti principe ekologije ukoliko želi da omogući ne samo održivi razvoj, već i opstanak naše planete. Katastorfe poput onih koje su se dogodile u Bopalu ili Černobilu upozoravaju nas da problem nije samo u tehnologiji, već još više u oblasti individualne odgovornosti. Bazični principi ekološke odgovornosti jesu međuzavisnost, partnerstvo, fleksibilnost, raznovrsnost i održivost.

***Ključne reči:** poslovna etika, životna sredina, održivi razvoj*

BUSINESS ETHICS AND ENVIRONMENT PROTECTION

Ljiljana Stošić Mihajlović, Petronije Jevtić, Marjana Merkač Skok

Abstract

A well-known proverb: Do not cut the branch on which you sit. This warning is in many ways can be applied to modern entrepreneurial business and its impact on the environment. Modern technology has enabled mankind material well-being unprecedented in recent human history. At the same time, industrial

development has led to a serious pollution threat to the environment and natural resources and ecological balance.

The world of business has to learn the language of nature and understand the principles of ecology if it is to provide not only sustainable, but also the survival of our planet. Disasters such as those that occurred at Bhopal or Chernobyl or warn us that the problem is not just in technology, but even more in the area of individual responsibility. Basic principles of environmental responsibility are interdependent, partnership, flexibility, diversity and sustainability.

Keywords: *business ethics, the environment, sustainable development*

PLACE OF THE CRISIS PR AND ITS ORGANIZATION IN STRATEGIC MANAGEMENT

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Izvod

Jedan od osnovnih organizacionih i funkcionalnih elemenata svake organizacije integrisane u društvu jeste funkcija za odnose sa javnošću – PR. Javno mnjenje je faktor koji spada među najvažnije koji direktno utiče na status organizacija / institucija / kompanija u javnosti i njeno normalno funkcionisanje. Obim rada funkcije za odnose sa javnošću ulogu u strateškom upravljanju zasiva se na ideji da krizni PR je jedan od najvažnijih elemenata za rešavanje krize na pozitivan način. U radu su predstavljeni organizacioni modeli i primena kriznih PR-a. Sistem odnosa sa javnošću i dobro pozicionirana krizna PR platforma su uslovi za normalno funkcionisanje svake društveno odgovorne organizacije. Izgradnja ovih struktura je važan uslov za to.

Ključne reči: *Krizni PR, publika, mediji, komunikacija, informacija*

Abstract

One of the basic organizational and functional elements of every organization integrated within society are the public relations-PR. Public opinion factor is among most important ones that directly affects the status of organization/institution/company in public and its normal functioning. The scope of the work is the public relations role in strategic management and it is based on the idea that crisis PR is one of the most important elements for resolving crisis in positive manner. The work presents organisational models and implementation of crisis PR. The public relations system and well positioned crisis PR platform are requirements for normal functioning of every socially responsible organization. Building up those two are therefore irreplaceable.

Keywords: crisis PR, audience, medias, communications, information

TRADE AND QUALITY MANAGEMENT SYSTEM

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Izvod

Cilj marketing menadžmenta je da zadovolji potrebe i zahteve potrošača. Mnogi faktori su uticali na potrošače i njihove odluke o kupovini. Pored cene i asortiman postaje faktora reagovanja potrošača na ponudu proizvoda. To znači da proizvod mora da poseduje fizičke, hemijske, projektovanje, estetske, ekološke i druge poželjne osobine koje treba da se iskažu pre upotrebe proizvoda. Zbog toga upravljanje kvalitetom u teoriji i praksi počinje da se afirmiše. Ovo je naročito izraženo kroz uvođenje ISO 9000 što čini mogućim internacionalni sistema kvaliteta i prometa robe i usluga bez "fizičkih-fiskalnih-tehničkih" barijera.

Ključne reči: internacionalizacija, trgovina, potrošači, kvalitet, marketing, menadžment, ISO9000(QMS), ISO14000(EMS), TQM.

Abstract

The aim of marketing management is to satisfy the needs and desires of consumers. A lot of factors have influenced the consumers and their purchasing. Besides price and assortment factors there are requirements of consumers for the quality of a product. It means that a product should possess physical, chemical, designing, aesthetic, ecological and other desirable properties that should be expressed before the use of products. Because of that the quality in the theory and practice of management is beginning to affirm itself. This has been particularly expressed by the introduction of ISO 9000 which makes internationalisation of quality system and circulation of goods and services without "physical-fiscal-technical" barriers possible.

Keywords: internationalisation, trade, consumer, quality, marketing, management, ISO 9000(QMS), ISO 14000(EMS), TQM.

STRATEGIC MANAGEMENT AND ITS APPLICATION TO SMALL ENTERPRISES

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Izvod

Jedna od neophodnih stavki efikasnijeg poslovanja preduzeća u tržišnoj ekonomiji jeste preduzetništvo i preduzetnička inicijativa. Visok stepen fleksibilnosti tržišta i niskih fiksnih troškova predstavlja važnu determinantu i komparativnu prednost preduzetnicima i malim preduzećima. Kod čoveka kreativnost i preduzetništvo su najpotrebnije osobine da se kombinuje ulaz u poslovanje na profitabilan način. Strategijsko reagovanje zahteva strategijski menadžment. Sposobnost prilagođavanja i brzina njegove sposobnosti neophodne su za uspeh preduzeća u savremenoj privredi. U savremenim uslovima globalizacije na svetskom tržištu, sva preduzeća će biti primorana da se razvijaju funkciju preduzetništva u cilju da bi mogla da postoje - opstanu i

razvijaju se. Postojanje novih poslovnih mogućnosti će zahtevati strategije i tehnike i to u skladu sa ekološkim zahtevima i zahtevima za održivi razvoj.

Ključne reči: strateški menadžment, mala i srednja preduzeća, preduzetništvo, kompetencije.

Abstract

One of the indispensable items of a more efficient business activity of an enterprise in the market economy is the entrepreneurship itself. A high extent of market flexibility and low fixed costs represent an important determinant and a comparative advantage of the entrepreneurs and the small enterprises. The man's creativeness and entrepreneurship are most necessary to combine the inputs in a profitable way. A strategic reaction requires a strategic management. The ability of adaptation and its speed are crucial abilities necessary to the success of an enterprise in the modern economy. In the modern conditions of globalisation of the world market, all enterprises will be forced to, in order that they could exist and develop themselves, function like entrepreneurs. The existence of the new business enterprisings will require the strategies and practices in accordance with the ecologic requirements and the requirements of a maintainable development.

Keywords: Strategic management, small and medium-size enterprises, entrepreneurship, competitiveness.

MARKETING MANAGEMENT - THE IMPORTANCE OF CREATING A BRAND AND ITS RELATIONSHIP WITH A CONSUMER TODAY

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Abstract

Within this paper the author explains the marketing and brand through the theory and history, as well as contemporary consumers and their needs which are necessary to understand the importance of creating brand equity and its relationship with customers. Also, customer relationship management is explained (CRM). In particular, the idea is shown, how significant and necessary is to build a brand, how marketing influences and how consumers accept the brand. Subsequently, the author presents the examples of the world's giant brands and how the companies behind them saw and understood brand equity and recognition, how to manage it and how important is that the customers' satisfaction and loyalty is not jeopardized. At the end, this work is concluded with the fact, that disregarding companies' attempts to manage with the customers, customers are those who dictate the companies' next moves.

Keywords: *brand, brand equity, marketing, management, consumer, creativity, innovation, CRM*

MARKETING MENADŽMENT - ZNAČAJ KREIRANJA BRENDA I NJEGOVA VEZA SA POTROŠAČEM DANAŠNJICE

Tatjana Stojadinović

Izvod

U okviru ovog rada autor najpre objašnjava marketing i brend kroz teoriju i istoriju, kao i savremene potrošače i njihove potrebe koje su neophodne za razumevanje značaja kreiranja brenda i njegove povezanosti sa potrošačima. Takođe, objašnjava se upravljenje odnosima sa kupcima (CRM). Zatim se iznosi ideja o tome koliko je važna i neophodna izgradnja brenda, kako marketing utiče na to i kako potrošači prihvataju brend. Nakon toga se, na primerima velikih svetskih brendova, prikazuje kako su oni videli i shvatili značaj i vrednost brenda, kako njime upravljaju, kao i to koliko je važno imati zadovoljnog i lojalnog klijenta. Na kraju se zaključuje da, bez obzira na pokušaje kompanija da nametnu svoje ideje potrošačima, oni koji se bave marketingom ipak ostaju verni njima, slušaju i prate njihove potrebe i želje.

Ključne reči: brend, značaj brenda, marketing, menadžment, potrošač, inovativnost, kreativnost, CRM

PRE-COMPANY AS A BASIS FOR BEGINNING TO REALIZE THE ENTREPRENEURSHIP (according to Law for Trade Companies of Republic of Macedonia)

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Abstract

In this study the author analyzes Pre- company as term which in legal system of Republic of Macedonia is introduced for the first time by Law for Trade

Companies since 2004. The study is divided into seven parts, so after the Introduction the study analyzes the creation and operation of the pre-company, then the legal relationship between the Founders, acquisition of rights for the Company in presence of pre-company, undertaking and liability for obligations in presence of pre-company and finally, termination of the pre-company by acquiring legal capacity for the Company.

The author analyzes the legal justification for the existence of the pre-company and concludes that it is consisted in the fact that the input of property and rights of the Company would not be possible without the existence of the pre-company because such input should be realized before the registration of the Company into the Trade Register, on such way freely to dispose of what is given. The fact is that the role of the pre-company is irreplaceable otherwise there will be no one wherein the property and rights would be input in i.e. no one to conclude agreement with and who, until the creation i.e. registration of the company as legal entity, would take care for this input.

So, in order the Trade Company to function without any delay when will be registered as legal entity after its registration into the Trade Register, it is required before that to take over many actions. The pre-company enables the Company, when the same will be registered as legal entity, to do all that right on time, with all legal certainty and fundamentals for legal actions during the period since concluding the Company's Agreement i.e. since drafting the Statute until the registration of the Trade Company into the Trade Register.

By using the pre-company, the entrepreneurs are using the further established company to achieve the goal profit, so the Company set so is a basis for beginning to realize the entrepreneurship.

Keywords: *pre-company, entrepreneurship*

PREDDRUŠTVO KAO OSNOVA ZA POČETAK OSTVARIVANJA PREDUZETNIŠTVA (Prema Zakonu o trgovačkim društvima Republike Makedonije)

Kimo Cavdar

Izvod

U ovom radu autor analizira preddruštvo kao pojam koji je u pravnom sistemu Republike Makedonije po prvi put opisan u Zakonu o trgovačkim društvima iz 2004 godine. Rad je sastavljen od sedam dela, tako što se nakon uvoda analizira kako nastaje i posluje preddruštvo, zatim pravni odnosi između osnivača društva, sticanje prava za društvo kod postojanja preddruštva, preuzimanje obaveza i odgovornosti za obaveze kod postojanja preddruštva, i na kraju - prestanka preddruštva nakon dobijanja pravnog legitimiteta društva koje nastaje iz preddruštva.

Autor se osvrće na pravnu opravdanost postojanje preddruštva i konstatuje da se ona sastoji u tome što unošenje stvari i prava u društvu kod osnivanja ne bi bilo moguće bez postojanja preddruštva, s obzirom na to da se to unošenje mora da se učini još pre nego što se društvo upiše u trgovačkom registru i to tako da ono može slobodno da raspolaze sa onim stvarima i pravima koji će se u njemu uneti.

U radu se konstatuje da je nezamenljiva uloga preddruštva, s obzirom na to da ne bi postojao subjekt u kome bi se unele stvari i prava, odnosno subjekt sa kojim bi moglo da se zaključi ugovor o tome, i koji do nastanka društva koje je pravno lice, bi se brinuo o onome to je uneto. Znači, da bi trgovačko društvo moglo da radi bez odugovlačenja kada će nastati kao pravno lice - društvo, posle upisa u trgovačkom registru, nužno je pre toga da se preduzmu brojne predradnje. Preddruštvo omogućuje da društvo, kada će nastati kao pravno lice, blagovremeno da preduzme sve što je potrebno sa dovoljnoj pravnoj sigurnosti i osnova za poslovanje u periodu od sklapanja ugovora o društvu, odnosno od usvojenja statuta do upisa trgovačkog društva u trgovačkom registru.

Preddruštvom, preduzimači dalje koriste osnovano društvo za ostvarivanje cilja - profit, pa tako kreirano preddruštvo predstavlja osnova za početak ostvarivanja preduzetništva.

Ključne reči: *preddruštvo, preduzetništvo*

OPRAVDANOST PRIMENE I MERENJE EFEKATA UNAPREĐENJA PRODAJE

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Izvod

Kako bi kompanija ostvarila pozitivan finansijski rezultat potrebno je da proda odgovarajuću količinu proizvoda po određenoj ceni vodeći računa o troškovima. Tek kada se ostvari donja tačka rentabiliteta, preduzeće ulazi u zonu profita. Neki autori iznose stanovište po kojem preduzeće ne može da utiče na potrošače i prodaju i da je jedino što može da uradi kako bi uspešno poslovalo, efikasno upravljanje troškovima. Mišljenja smo da ovo stanovište nije prihvatljivo u savremenim uslovima poslovanja. Efikasno upravljanje troškovima jeste samo jedan od načina za povećanje profita. Kroz ovaj rad pokušaćemo da predstavimo upravljanje prodajom i troškovima prvenstveno sa aspekta marketing komuniciranja i na taj način pokažemo da ulaganje u unapređenje prodaje posredno dovodi do rasta profita, preko povećanja prodaje. Unapređenje prodaje predstavlja kratkoročnu aktivnost (nerutinska, povremena i privremena aktivnost) koja predstavlja svojevrsni podsticaj za kupovinu.

Ključne reči: ponašanje potrošača, afektivno ponašanje, aktivnosti unapređenja prodaje, troškovi unapređenja prodaje

USAGE JUSTIFICATION AND EFFECT OF SALES PROMOTION MEASUREMENT

Dragana Gašević, Marija Lazarević

Abstract

In order to achieve a positive financial result a company needs to sell an appropriate amount of product at a certain price considering the level of costs. Only when the company accomplishes the bottom point of the profitability, it

enters into the profit zone. Some authors present the opinion that the company is not able to affect the consumers and trade, but the only thing a company may do in order to perform its' activities successfully, is efficient cost management implementation. Our opinion shows that this point of view is not acceptable in the modern business environment. Effective cost management is the only one possible solution for profit increase. Through this paper we will try to represent sales management and expenses primarily from the aspect of marketing communication and thus represent that investment in sales promotion also leads to profitable growth, through increased sales. Sales improvement is a short-term activity (non-routine, intermittent and temporary activity) that represents a sort of purchase incentives.

Keywords: *consumer behavior, affective behavior, activities of sales promotion, sales improvement expenses*

THE IMPORTANCE OF THE INNOVATIONS AS A SOURCE OF COMPETITIVE ADVANTAGE AND HOW SLOVAKIA IS SUPPORTING THEM

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Abstract

As the crisis gets longer and deeper, growth disparities between some European regions are increasing, there is an even stronger need to implement the Innovation Union swiftly and deepen it in the areas crucial to innovation, such as higher education, innovation-based entrepreneurship and demand-side measures. Europe needs fresh dynamism in its economy. Existing, traditional industries in which Europe excels need to develop new applications and new business models in order to grow and maintain their competitive advantage. Furthermore, in dynamic fields such as ICT-based businesses and in emerging sectors Europe needs more high-growth firms. This calls for an innovation-driven structural change. Consequently, what Europe needs most in the next decade is to attract top talent and reward innovative entrepreneurs, to offer them

much better opportunities to start and grow new businesses.

Several studies were done exploring the innovations and their importance for the companies to achieve a sustainable competitive advantage. The presented article is describing some basic approaches and the model that established relationship between several key factors and their influence on the construct success of the company. As an outcome from this model it is clear that innovation orientation of the management and ability to launch innovations onto the market are central aspects of the success.

The European Commission's Horizon 2020 proposal for a future European research and innovation program marks a clear break with the past by covering the entire value creation chain in one single program. The business environment in Europe will become more innovation-friendly thanks to Single Market measures such as the unitary patent, faster standard setting, modernized EU procurement rules and a European passport for venture capital funds.

The article will deal with current status of innovations in Slovakia, identifying what are the preconditions for future development of the environment that is supporting innovations and how are they fulfilled in Slovakia.

Keywords: *innovation, competitive advantage*

IMPROVING OF THE ORGANIZATIONAL STRUCTURE IN THE AFTER-SALES OF VEHICLES, BY ESTABLISHING AND DEVELOPING OF EFFECTIVE TEAMS

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Abstract

The authors of this paper after measuring of the customer satisfaction after completed service repair vehicle in an importers service center in the Republic of Macedonia found that it can be improve and increase with reorganization of the existing organizational structure. In fact with the analysis they established that the burden of contact with customer comes to the reception for vehicles, and receptionists do not have real (physical) available contact with the repair of

the vehicle, what is the reason of dissatisfaction of the customers. After analysis of the relevant literature and international experiences and the experiences of principal, they start to the realization of effective teams of service adviser and several different types of technicians, who are under the jurisdiction of the service adviser, and can achieve greater effect. The service advisor is in contact with the problem (vehicle) and taking care about it all the time, contact with the client, and keep the control in their hands. After implementation of the proposed solution, and analysis of customer satisfaction, ascertained first positive benefits and results of the improvement been done.

Keywords: *Service, Satisfaction, Customer, Service Advisor, Organizational structure, Teams.*

SIGNIFICANCE OF LOCAL ECONOMIC DEVELOPMENT STRATEGIES FOR MACEDONIAN MUNICIPIALITIES

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Abstract

One key component of restructuring for globalization has been a shift in the burden of responsibility for economic development from national to local government level and of the promotion of Local Economic Development (LED) across. Thus, LED strategies, structures, and policies are becoming a formidable governance challenge today. The development of a LED strategy is an integral part of a broader strategic planning process for a sub national region, city, town or rural area. Effective strategic planning ensures that priority issues are addressed and limited resources are well targeted.

This paper explores to what extent LED strategies are becoming a viable policy that localities are employing as a response to globalization. Drawing on the examples of sixteen Macedonian municipalities, the paper identifies the key

concepts, core values, and principles that inspire this strategic approach to development. In their strategies, Macedonian municipalities are pursuing classic locational policies to lower production factor costs (land, labour, and capital) relative to other cities through, for example, tax incentives or other subsidies for businesses. They also are pursuing world-class community policies, developing innovative production capacities to gain a niche in the global economy via, for example, public-private partnerships, encouragement of research and development, and efforts to attract foreign investment. And to a lesser extent, they are pursuing entrepreneurial mercantile policies and human capital policies. The former builds on local resources to encourage

small businesses to form and grow rapidly by, for instance, providing seed capital and technical marketing assistance to these businesses, which has the result of diversifying the local economic base.

Keywords: *Local Economic Development (LED), strategic planning, municipality*

STABILNOST ORGANIZACIJE

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Izvod

Kao sistemska pojava, svaka organizacija karakteriše se određenim svojstvima. Dugo vremena osnovnim svojstvom organizacije smatrala se njena svrshodnost – organizacija je napravljena za ostvarenje ciljeva. U posljednje vreme, uobličeno je novo poimanje osnovnog svojstva organizacije – stabilnost. Stvarno, svojstvo stabilnosti organizacije je univerzalnije od svojstva svrshodnosti i može se smatrati ključnim u definisanju organizacije.

Današnji uslovi funkcionisanja organizacija podrazumevaju okruženje koje se stalno menja, tj. uslovljeno je tokom događaja. Stabilnost organizacije povezana je sa njenom ravnotežom, a ravnoteža je povezana sa dejstvom različitih sila (unutrašnjih i spoljašnjih) na neki sistem. Sistem reaguje na njih protivdejstvom i pokušava sačuvati svoje osnovne parametre. Položaj sistema može biti

ravnotežan, kako u odnosu na njegove delove, tako i na sistem i okruženje. Odstupanje od takvog položaja dovodi sistem u stanje neravnoteže, ali funkcionalnost sistema sugerše njegovo ostajanje u stanju ravnoteže. Organizacija je otvoreni sistem, koji zahteva neprekidno očuvanje balansa između unutrašnjih mogućnosti i delovanja okruženja, radi očuvanja stanja stabilnosti.

U radu su opisani aspekti stabilnosti organizacije upravljanje promenama u njoj.

Ključne reči: organizacija, stabilnost, promene

STABILITY OF THE ORGANIZATION

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Abstract

As a systemic phenomenon, every organization is characterized by certain properties. For a long time the basic properties considered her expediency – an organization created to achieve the goals. Lately, there was a new understanding of the basic properties – stability. Indeed, the stability is the most universal properties of expediency and can be considered crucial in defining the organization.

Today's conditions of functioning of the organization include an environment that is constantly changing. The stability of the organization is linked to its balance, a balance is connected to the kinds of forces (internal and external) on a system. The system reacts to them a counteraction and tries to preserve its basic parameters. The position of the system can be equilibrium, both in terms of its parts, and the system and the environment. A deviation from such a position brings the system into a state of imbalance, but the functionality of the system suggests remaining in equilibrium. The organization is an open system, which requires a continuous balance between the preservation of internal opportunities and creates an environment in order to preserve the stability of the state. The paper deals with the stability aspects of the management of change in it.

Keywords: organization, stability, change

NEOPHODNOST REINŽINJERINGA

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Izvod

Organizacije se konstantno menjaju, njihove granice je teško definisati jer variraju tokom vremena, neke proširuju svoje zadatke i definišu nove ciljeve, dok druge odbacuju neke funkcije i fokusiraju se na centralne ciljeve. Promene njihovih zadataka dovode do promena u skoro svim aspektima organizacije. Ne postoji univerzalna formula za stvaranje efikasnih organizacionih promena i za izabrani metod promena često nema široko prihvaćenog postupka za njegovo sprovođenje. Zbog složenosti brzo promenljivog okruženja, nije izvodljivo propisivati standardnu strategiju promena koja će omogućiti organizaciji da se uklopi u njega. Strategija koja je korisna za jednu organizaciju, može biti neprikladna za drugu, čak i onu sa sličnim karakteristikama. Svaka strategija promena mora da se prilagodi određenom skupu uslova u određeno vreme.

U radu su prikazane mogućnosti poboljšanja performansi organizacije kroz promene, ključni atributi reinžinjerina i efikasnost koja se ostvaruje njegovom implementacijom.

Ključne reči: *organizacija, promene, reinžinjerina*

THE NECESSITY OF REENGINEERING

Vlado Radić, Rade Stanković, Saveta Vukadinović

Abstract

Organizations are constantly changing, their boundaries are difficult to define and vary over time, some are expanding their missions and taking on new objectives, and others are cutting off functions and focusing on their central objectives. A shift in their missions is what leads to changes in almost all aspects of organizations. There is no universal formula for producing effective

organizational change; once a method of change has been selected, there is no widely accepted procedure for implementing it. And because of the complexity of the rapidly changing environment, it is not feasible to prescribe a standard strategy for change to better enable the organization to fit into its environment. A strategy that is beneficial for one organization may be inappropriate for another, even one with similar characteristics. Any strategy for change must be adapted to the particular set of conditions in place at the time.

The paper presents the possibilities of improving the performance of the organization through change, key attributes of reengineering and efficiency that is achieved by its implementation.

Keywords: *organization, change, reengineering*

STATUS AND CONSERVATION OF FISH STOCKS IN LIBYA ABSTRACT

Abdullbaset Alesawi

Izvod

States and all those that are involved in fisheries management should be the trendy, policy, legal and institutional order, and to adopt measures for the long-term conservation and sustainable utilization of fishery resources. Conservation and management measures, whether at local, national, subregional or regional level, should be based on available scientific basis, to be worded in such a way as to ensure the sustainability of fishery resources in the long term and at levels that support the purpose of their optimum utilization and conservation of their availability for present and future generations. Creating the conditions for sustainable development, ie the development and improvement of quality of life with maximum protection of the natural and socio-cultural heritage is the main objective of the plan and program of sustainable development. The principle of sustainable use of natural resources is the need for the benefit of people who live in a specific geographical area. Fishing in Libya has characteristics of a relatively slow development, after all, and the entire agricultural sector

(agricultural sector in Libya is primarily oriented to the domestic market, although the potential of a large but little exploited), partially developed infrastructure, preservation and wealth of space, so that the conditions for the development of ecologically clean agriculture. Protection area as najdragocenijeg resources for the development and advancement of quality of life for this and future generations is one of the most important goals. There is a need to protect the area from degradation and depletion by favoring private, not just the public interest.

Keywords: *management, sustainable development, fisheries management, development resources, environmental protection*

STANJE I OČUVANJE RIBLJEG FONDA U LIBIJI

Abdullbaset Alesawi

Izvod

Država i svi oni koji su uključeni u upravljanje ribarstvom treba da kroz primerenu politiku, pravnog i institucionalnog poretka, prihvate mere za dugoročno očuvanje i održivo iskorišćenje ribljih resursa. Mere očuvanja i upravljanja, bilo na lokalnom, nacionalnom, subregionalnom ili regionalnom nivou, treba da budu zasnovane na dostupnim naučnim osnovama, da budu sročene tako da osiguravaju održivost ribljih resursa na duži rok i na nivoima koji podržavaju svrhu njihovog optimalnog iskorišćenja i očuvanje njihove dostupnosti za sadašnje i buduće naraštaje. Stvaranje uslova za održivi razvoj, tj. razvoj i unapredjenje kvaliteta života uz maksimalnu zaštitu prirodnog i sociološko-kulturnog nasleđa predstavlja osnovni cilj plana i programa održivog razvoja. Načelo održivog korišćenja prirodnih resursa je potreba za dobrobit ljudi koja žive na odredjenom geografskom prostoru. Ribarstvo u Libiji ima karakteristiku relativno slabe razvijenosti, uostalom, kao i celokupnog poljoprivrednog sektora (poljoprivredni sektor u Libiji je prevashodno orijentisan na domaće tržište, mada su potencijali veliki, ali malo iskorišćeni), delimično je razvijena infrastruktura, očuvanost i bogatstvo prostora, tako da postoje uslovi za razvoj ekološki čiste poljoprivrede. Zaštita prostora kao najdragocenijeg resursa za razvoj i napredovanje kvaliteta života ove i budućih generacija jedan je od najbitnijih ciljeva. Postoji potreba da se prostor zaštititi od

degradacije i iscrpljivanja uz pogodovanje privatnim, a ne samo javnim interesima.

Ključne reči: upravljanje, održivi razvoj, upravljanje ribarstvom, razvojni resursi, zaštita životne sredine

ANALYSIS OF AIR QUALITY MONITORING STATIONS USING MULTIVARIATE METHOD

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Abstract

In this paper, PCA method was used in order to determine the statistical relationship between pollutants that cause ground-level ozone formation and to identify those areas that have a similar mechanism of its formation. Data used in the study were collected in March and April 2013 at five automatic monitoring stations in Serbia, in the time periods when all pollutants were measured simultaneously.

Keywords: monitoring stations, PCA analysis, ground-level ozone

ANALIZA MERNIH STANICA PREMA STEPENU ZAGAĐENOSTI VAZDUHA PRIZEMNIM OZONOM KORIŠĆENJEM MULTIVARIJABILNE METODE

Milica Arsić, Živan Živković

Izvod

U ovom radu korišćena je faktorska analiza, sa ciljem da se utvrdi statistička povezanost polutanata koji uzrokuju stvaranje prizemnog ozona i identifikuju one oblasti koje imaju sličan mehanizam njegovog stvaranja. Podaci koji su

korišćeni u istraživanju prikupljeni su tokom marta i aprila 2013. godine na pet automatskih mernih stanica u Srbiji, u vremenskim intervalima kada su svi polutanti simultano mereni.

Ključne reči: merne stanice, faktorska analiza, prizemni ozon

MENADŽMENT TURISTIČKE DESTINACIJE – MENJANJE OBLIKA I FIZIONOMIJE

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Izvod

Turističke destinacije predstavljaju krajnja odredišta turista. Destinacije su zapravo mesta, lokaliteti, regije čije su granice definisane od strane prirode, političara ili tržišta. Uspešna turistička destinacija sa svojom celokupnošću izdvojila se na turističkoj karti i predstavlja složen sistem različitih stejkholdera koji ostvaruju pre svega svoje ekonomske interese u oblasti turizma. Na turističkom tržištu koje se neprestano razvija i menja, vlada oštra i nemilosrdna turistička konkurencija. Osim jasno izdefinisanih i diferenciranih, standardno jakih, turističkih destinacija postoje i zapostavljene destinacije koje se obnavljaju i beleže nova ulaganja. Turističke destinacije koje ne uspevaju održati potrebnu infrastrukturu ili pak ulažu sredstva u izgradnju nefunkcionalne i nepotrebne infrastrukture suočene su sa velikim rizicima i potencijalno izglednim gubicima u poslovanju.

Ovaj rad ukazuje na kontinuiranu potrebu planskog menjanja oblika i fizionomije turističke destinacije ali i na opasnosti koje to može da donese sa sobom.

Ključne reči : *menadžment, destinacija, turista*

TOURIST DESTINATION MANAGEMENT – THE CHANGE OF SHAPE AND CHARACTER

Branislav Živković

Tourist destinations are tourist's desired final spots. They are places, localities, and regions with borders defined either by nature, or politicians or by market. A successful tourist destination is the one that has acquired an exceptional position on the tourist map representing a complex system of various stakeholders triggered by the interest of profit making in the field of tourism. Tourist market which constantly develops and goes through changes is governed by a strong, merciless competition. Except for those clearly defined and well positioned. Tourist destinations, there are those neglected which have been revitalized and received new investments. Tourist destinations which can not manage to maintain the required infrastructure or invest in the construction of completely unnecessary or unprofitable, disfunctional facilities are faced with great risks and possible losses.

This paper emphasises the necessity of planning when changing the shape and character of a tourist destination, bearing in mind the potential risks.

Keywords: management, destination, tourist

EFFECT OF INVESTMENT ACTIVITIES IN IMPROVING GLOBAL COMPETITIVENESS OF SMALL AND MEDIUM ENTERPRISES

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Abstract

Inadequate and underdeveloped SME sector Serbia failed to meet the new circumstances of the national business environment and difficult operating conditions, which are primarily related to the limited and expensive sources of

financing, to increase the mobility and the development of internal resources and prevent the decline in competitiveness. The global economic crisis and recession in the global economy, the impact is the reduction in value of production companies in Serbia, but not their obligations, resulting in a lower inclination to invest. The aim of this paper is to show the process of disinvestment in Serbia, which greatly complicates not only the development but also the very functioning of the economy, which is heavily indebted.

Keywords: Investment, competitiveness, SMEs, capital mobility

UTICAJ INVESTICIONE AKTIVNOSTI NA UNAPREĐENJE GLOBALNE KONKURENTNOSTI MALIH I SREDNJIH PREDUZEĆA

Slobodan Denić, Zoran Milićević, Jelena Premović

Izvod

Neadekvatno i nedovoljno razvijen sektor MSPP Srbije nije uspeo da u novonastalim okolnostima nacionalnog poslovnog ambijenta i otežanim uslovima funkcionisanja, koji se pre svega odnose na ograničene i skupe izvore finansiranja, poveća stepen mobilnosti i razvoj unutrašnjih potencijala i spreči opadanje nivoa konkurentnosti. Svetska ekonomska kriza i recesija koja je zahvatila svetsku ekonomiju, uticala je na smanjenje vrednosti proizvodnje preduzeća u Srbiji, ali ne i njihovih obaveza, što je rezultiralo manjim sklonostima ka investiranju. Cilj rada je da ukaže na proces deinvestiranja u Srbiji, koji u mnogome otežava ne samo razvoj, već i samo funkcionisanje privrede koja je prezadužena.

***Ključne reči:** Investiranje, konkurentnost, mala i srednja preduzeća, mobilnost kapitala*

PRODUCTIVE ENTREPRENEURSHIP AS A GLOBAL GENERATOR OF ECONOMIC GROWTH

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Abstract

Productive entrepreneurship leads to economic growth and is essential for prosperity in the world. Removing barriers to entrepreneurship globally is crucial when considering the growing population. Gedi index is a tool that provides contextual understanding and analysis of productive entrepreneurship. It is a complex relationship between individuals, institutions and enterprises in order to create a clear and enforceable results. Countries covered in the GEDI index are ranked based on their production performance. Index (GEDI) focuses on high-growth entrepreneurship as a key strategy for economic growth and competitiveness. The purpose of this paper is to contribute to the understanding of economic development and emphasize the importance of GEDI index as a tool for measuring the productivity of entrepreneurship. Index GEDI captures the essence of the contextual features of entrepreneurship and fills a gap in the extent of development. This index offers a measure of quality and quantity of the business process. GEDI index captures the contextual feature of entrepreneurship by focusing on entrepreneurial attitudes, entrepreneurial intentions and entrepreneurial activities.

Keywords: Poroduktivno entrepreneurship index, economic growth and competitiveness.

PRODUKTIVNO PREDUZETNIŠTVO KAO GLOBALNI GENERATOR EKONOMSKOG RASTA

Ljiljana Arsić, Slobodan Denić, Jelena Premović

Izvod

Produktivno preduzetništva dovodi do ekonomskog rasta i od suštinskog značaja je za povećanje blagostanja u svetu. Uklanjanje prepreka za preduzetništvo na globalnom nivou je od presudnog značaja kada se uzme u obzir rastuća populacija. Gedi indeks je alat koji omogućava kontekstualno razumevanje i analizu produktivnog preduzetništva. To je kompleksan odnos između pojedinaca, institucija i preduzetništva u cilju stvaranja jasnih i sprovodljivih rezultata. Zemlje koje su obuhvaćene u GEDI indeksu su rangirane na osnovu svojih proizvodnih performansi. Indeks (GEDI) se fokusira na visokom rastu preduzetništva kao ključne strategije ekonomskog rasta i konkurentnosti zemlje. Svrha ovog rada je da doprinese razumevanju ekonomskog razvoja i ukaže na značaj GEDI indeksa kao alata za merenje produktivnosti preduzetništva. Indeks GEDI obuhvata suštinu kontekstualnih karakteristika preduzetništva i popunjava prazninu u meri razvoja. Ovaj indeks nudi merenje kvaliteta i kvantiteta poslovnog procesa. GEDI indeks snima kontekstualnu karakteristiku preduzetništva, fokusirajući se na preduzetničke stavove, preduzetničke namere i preduzetničke aktivnosti.

Ključne reči: *Poroduktivno preduzetništvo, indeks, ekonomski rast, konkurentnost*

ULOGA I ZNAČAJ MALIH I SREDNJIH PREDUZEĆA U TRŽIŠNO RAZVIJENIM I PRIVREDAMA U RAZVOJU ²

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Izvod

Države koje su na vreme shvatile ulogu i značaj malih i srednjih preduzeća (MSP) u sveukupnom razvoju privrede i u tom smislu ekonomske prioritete preusmerile ka razvoju ovog sektora, uspele su da se rangiraju u sam vrh svetske konkurentnosti. Za razliku od njih, privrede u kojima je uloga MSP u prošlosti bila marginalizovana, odnosno u kojima je izostajala podrška razvoju sektora male privrede, karakteriše nizak stepen razvoja. Razloge treba tražiti u činjenici da ove države kasnije kreću u proces tranzicije i u tom smislu uvode tržišni sistem privređivanja, pluralizam vlasništva i ekonomsku slobodu. Većina tih privreda, usled komplikovanog regulatornog okvira, dugotrajnih i skupih administrativnih procedura i otežanog pristupa izvorima finansiranja, još uvek ne predstavljaju dovoljno stimulatивно okruženje za razvoj biznisa i jačanje sektora MSP.

U radu su analizirani različiti pristupi u definisanju i tretiranju MSP u tržišno razvijenim i privredama u razvoju. Budući da performanse sektora MSP u značajnoj meri determiniše stepen razvoja privrede, cilj rada je da prikaže ključne rezultate MSP u razvijenim i privredama u tranziciji, pri čemu se fokus stavlja na analizu pogodnosti institucionalnog okruženja za razvoj MSP u odabranim ekonomijama.

Ključne reči: mala i srednja preduzeća, institucionalna podrška, konkurentna prednost

² Rad je deo istraživačkih projekata pod šiframa 47009 (Evropske integracije i društveno-ekonomske promene privrede Srbije na putu ka EU) i 179015 (Izazovi i perspektive strukturnih promena u Srbiji: Strateški pravci ekonomskog razvoja i usklađivanje sa zahtevima EU), finansiranih od strane Ministarstva prosvete, nauke i tehnološkog razvoja Republike Srbije.

THE ROLE AND IMPORTANCE OF SMALL AND MEDIUM ENTERPRISES IN MARKET DEVELOPED AND DEVELOPING ECONOMIES³

Marija Lazarević - Moravčević, Slavica Stevanović, Grozdana Belopavlović

Abstract

The countries which realized the role and importance of small and medium-sized enterprises (SMEs) in the overall development of the economy and in this sense redirected their economic priorities towards the development of this sector managed to rank at the top of world competitiveness. Unlike them, the economies in which the role of SMEs in the past had been marginalized, or in which they lacked support in the development of the small business sector, are characterized by a low level of development. The reasons for this should be sought in the fact that these countries started the transition process later and in this sense they are introducing a market economy system, plurality of ownership and economic freedom. Most of these economies, due to the complicated regulatory framework of long and costly administrative procedures and difficulties in access to sources of financing, do not yet represent a sufficiently stimulating environment for business development and strengthening the SME sector.

This paper analyzes different approaches to defining and addressing SME market in developed and developing economies. Since the performance of the SME sector are to a large extent determined by the degree of economic development, the aim of this paper is to present the key findings of SMEs in developed and transition economies, where the focus is on the analysis of the benefits of the institutional environment for the development of SMEs in selected economies.

Keywords: small and medium-sized enterprises, institutional support, competitive advantage

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INFLUENCE OF ORGANIZATIONAL COMMUNICATION FLOWS ON THE LEVEL OF AFFECTIVE COMPONENT OF ORGANIZATIONAL COMMITMENT

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Abstract

Socio- economical changes nowadays have significant influence on the internal organizational processes. One considerable psychological predictor for employee efficiency is their commitment to the organization that they belong to. In that context, link between internal organizational processes (organizational communication) and psychological factors that have potential influence on the global organizational and individual outputs, arouse interest for this research.

Deeper research approach of the psychological factors identifies their causal relationship with organizational processes that enable assumption of activities for humanization of the working process. Subject of this research is level of affective component of organizational commitment influenced by flows of organizational communication (frequency of vertical, horizontal, diagonal and informal communication flow) and identification of difference between two groups of employees: managers and non-managers (executives).

Research results toward influence of the communication flow on the level of the affective commitment and identification of the potential difference between managers and executives enable design of applicable internal measures and procedures for HRM such as: Concern about human factors in organization; Creating, defining and implementing process for discovering internal politics, procedures: Short and long term policies; Building

confidence between managers and executives; Improving process of organizational communication on individual and organizational level; Commitment and managers attention toward affective component of organizational commitment.

Keywords: affective component, organizational commitment; rganizational communication; employees.

UTICAJ TOKOVA ORGANIZACISKE KOMUNIKACIJE IZNAD AFEKTIVNE KOMPONENTE ORGANIZACISKE POSVETENOSTI

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Izvod

Socio-ekonomske promene današnjici reflektiraju se na unutrašnjih organizaciskih procesa. Jedan od značajnih psiholoških prediktora za efikasnost zaposlenih je njihova posvetenost prema organizaciji. U tom kontekstu, iz interesa ovog rada je link između procesa unutrašnje radne okoline (organizaciske kulture) i psiholoških faktora, koji imaju potencijalan uticaj iznad globalne organizaciske efikasnosti i individualne autpute – performanse. Dublji pristup proučavanja psiholoških faktora pokazuje da su oni povezani u jednoj kauzalnoj vezi, šta omogućuje preuzimanje aktivnosti humanizacije radnog ciklusa.

Predmet istraživanja je stepen afektivne komponente na organizaciske posvetenosti kod dve grupe zaposlenih: rukovodnih i nerukovodnih radnika, uticajem tokovima organizaciske komunikacije.

Proučavajući uticaj tokova organizaciske komunikacije iznad stepena afektivne komponente organizaciske posvetenosti i utvrđivanje potencijalnih razlika između rukovodne i nerukovodne kadrove u odnosi stepena afektivne komponente organizaciske posvetenosti, omogućuje se projektovanje aplikativnih internih mera za upravljanje sa ljudskih resursa, kao što su: briga za

ljudskog faktora u organizaciji; razvoj i implementacija politike, procedure i akte; izgradnja poverenja u rukovodioca; poboljšanje procesa organizacione komunikacije na individualnoj i organizacionom nivou.

***Ključne reči:** afektivna komponenta, organizaciona posvećenost, organizaciona komunikacija, zaposlenih.*

CREATING COMPETITIVE ORGANIZATIONAL STRATEGY BY IMPLICATING THE FUNNEL METHOD

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Abstract

In highly competitive environment of the twenty-first century, organizations should be capable for effective change through quick application of effective strategies, and in a way that would be difficult for competitors to imitate. Therefore, the essential question of any organization is how to achieve that and to sustain competitive advantage. In this respect, strategic leaders, first, should think logically what will bring significant advantage to the organization in the long term, and then begin the process of creating strategy

In order to achieve that, the researchers of managerial matters offer concept of continuous process. This process begins by looking at the pattern of the purchasers, by defining the competitive environment and the place of business in it. It ends with categorizing more strategic business conditions as a condition for selection and creation of competitive strategy.

We may present this process as “funnel for choice of competitive strategy”, where in the widest part we can put the purchasers’ matrix which allows us to think strategically and logically what the customers need. In the middle part, we can find the business definitions, business prospects and the organization’s position in those perspectives. At the end, the strategic business situations are positioned. They (as anteroom / lobby) allow us entry to the right door through choice of competitive strategy.

The subject of this paper is presenting the funnel method, for choice of competitive strategy.

Keywords: *organizational strategy, strategic tools (funnel), competitive advantage.*

ULOGA MENADŽMENTA LJUDSKIH RESURSA U INŽENJERSKOM MENADŽMENTU

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Izvod

Dvadeseti vek je karakterisan evolucionarnim i revolucionarnim promenama koje su zauvek promenile način na koji organizacije, ljudi i celokupno društvo deluju i funkcionišu. Ove promene su vezane za tehnologiju i globalizaciju, kao i za proizvodne i prodajne mogućnosti koje su stvorile socijalne, organizacione i ekonomske preduslove, ali i zahteve za nove oblike i pristupe menadžmentu. Najznačajnija karakteristika ovih promena je integracija različitih disciplina, koja je dovela do razvoja mnogih multidisciplinarnih nauka i praksi. Inženjerski menadžment je jedna od najznačajnijih multidisciplinarnih nauka, koja integriše karakteristike i principe mnogih inženjerskih nauka u menadžment. Inženjerski menadžment i menadžment ljudskih resursa su discipline koje su široko prihvaćene i usvojene kako u akademskim krugovima, tako i u praksi. Međutim, samo je nekoliko autora doprinelo razumevanju povezanosti koja postoji između ove dve discipline, kao i uloge menadžmenta ljudskih resursa u okviru inženjerskog menadžmenta. Kako je menadžment ljudskih resursa nezaobilazan i ključan deo inženjerskog menadžmenta, svrha ovog rada je da istraži značajnu vezu koja postoji između ove dve discipline.

Ključne reči: *inženjerski menadžment, menadžment ljudskih resursa, integracija, sinergija.*

BUSINESS CRISIS AND CONTINUITY MANAGEMENT – THEORETICAL AND INFORMATION BACKGROUND

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Abstract

In today's economic environment, organizations are more threatened by consequences caused by natural and anthropogenic factors. In order to protect organizations from these consequences, there was a need to develop a comprehensive, integrated approach to crisis and business continuity management. The development of information technology is one of the main generators for rapid and stable development of these systems. In the preparation of the desired goal of this paper the authors have included: view of development (evolution) from the initial system of crisis management to the modern concept of BCCM (Business Crisis and Continuity Management) as a comprehensive system of support to companies in crisis situations. This concept provides them with business continuity in emergency situations. This study emphasizes the importance of information technology to provide significant support to the business system, with special emphasis on the protection of information systems indigenous and exogenous factors. BCCM concept and the related information systems are relatively unknown outside of academic debate and professional practice in the Republic of Serbia. Each change brings with it certain difficulties and resentment, but when it comes to improving the current situation its application is positive. In this sense, the work is innovative and presents an initiative for the current participants in the improvement of organizations capabilities in a complex environment.

Keywords: *Business crisis, continuity management*

SISTEM ZA UPRAVLJANJE POSLOVNIM KRIZAMA I KONTINUITETOM POSLOVANJA – TEORIJSKA I INFORMACIONA PODLOGA

Vesela Radović, Dušanka Lečić, Petar Mitić, Neda Raspopović

Izvod

U savremenom privrednom okruženju organizacije su sve ugroženije posledicama izazvanim prirodnim i antropogenim faktorom. U cilju zaštite organizacija od ovih posledica, javila se potreba za kreiranjem celovitog, integralnog pristupa poslovnim krizama i upravljanjem kontinuitetom poslovanja. Razvoj informacionih tehnologija predstavlja jedan od glavnih generatora za brži i stabilniji razvoj ovih sistema. Autori su u izradi rada realizovali cilj: prikaz razvoja (evolucije) od početnih sistema za upravljanje kriznim situacijama do savremenog koncepta BCCM (Business Crisis and Continuity Management), kao celovitog sistema za podršku preduzećima u kriznim situacijama. Ovaj koncept im obezbeđuje kontinuitet poslovanja u vanrednim situacijama. U radu je naglašen značaj informacionih tehnologija koje pružaju značajnu podršku poslovnom sistemu, uz poseban osvrt na zaštitu informacionih sistema od indogenih i egzogenih faktora. BCCM koncept i sa njim u vezi informacioni sistemi su relativno nepoznati i izvan akademskih rasprava i stručne prakse u Republici Srbiji. Svaka promena nosi sa sobom određene teškoće i izaziva otpor, ali kada je u cilju unapređenja aktuelnog stanja u ovoj oblasti, prostor za njenu primenu se uvek pronalazi. U tom smislu ovaj rad je inovativan i predstavlja inicijativu za aktuelne učesnike u procesu unapređenja rada organizacija u kompleksnom okruženju.

Ključne reči: poslovna kriza, održivi menadžment

THE IMPACT OF EMPLOYEE SATISFACTION ON CUSTOMER SATISFACTION WITH PRODUCT QUALITY

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Abstract

The employees can be the most powerful source of competitive advantage of a company. For this reason, the employee satisfaction should be a top priority for every company. Satisfied employees will produce high-quality products, which will create satisfied customers who will return again and again, which will lead to an increasing inflow of profits and a better market position.

Keywords: employees satisfaction, motivation, product quality, customer satisfaction

UTICAJ ZADOVOLJSTVA ZAPOSLENIH NA ZADOVOLJSTVO KUPACA KVALITETOM PROIZVODA

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Izvod

Zaposleni mogu biti najjači izvor konkurentske prednosti jedne kompanije. Iz tog razloga bi zadovoljstvo zaposlenih trebalo biti jedan od glavnih prioriteta svake kompanije. Zadovoljni zaposleni će proizvesti proizvode visokog kvaliteta, čime će se stvoriti zadovoljni kupci koji će se iznova vraćati, a što će opet dovesti do sve većeg priliva profita i bolje pozicije na tržištu.

Ključne reči: zadovoljstvo zaposlenih, motivacija, kvalitet proizvoda, zadovoljstvo kupaca

CENA KAO INSTRUMENT MARKETING MIKSA U MEĐUNARODNOM MARKETINGU

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Izvod

Cene imaju izuzetno značajan uticaj na poslovanje preduzeća i predstavljaju integrisani element marketing strategije preduzeća. Postoje kompanije koje svoju konkurentnost grade isključivo na ceni. Osnovni akcenat u ovom radu jeste na razvoju globalnih tržišta, pod uticajem megatrenda globalizacije, a definisanje odnosno formiranje međunarodne cene jeste zahtevan i složen proces. Cilj rada jeste da se ukaže na najznačajnije faktore koji utiču na formiranje međunarodnih cena i da se naglasi značaj osnovnih oblika međunarodnih cena.

***Ključne reči:** međunarodne cene, međunarodni marketing, marketing miks, globalizacija*

THE PRICE AS INSTRUMENT OF MARKETING MIX IN INTERNATIONAL MARKETING

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Abstract

Prices have major impact on business operations and they are part of an integrated marketing strategy of a company. There are companies that build their competitiveness exclusively on price. The main issue of the paper is the development of global markets, influenced by megatrends of globalization, while definition and establishment of international prices is complex and

demanding process. The goal is to emphasize the most important factors that affect international pricing and to introduce the basic forms of international prices.

Keywords: international prices, international marketing, marketing mix, globalization.

KNOWLEDGE AS A RESOURCE MANAGEMENT AND ITS IMPACT ON ECONOMIC GROWTH

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Abstract

In an economy that is also called modern (new), knowledge has the status of resource management that creates capital affects on economic growth and makes a business organization competitive in market. For these reasons, in present days the knowledge became a synonymous for economic growth and development and it preoccupies more and more attention of the professional public and media, and the social elite. Confirmation of this attitude is at the core theory of growth which is evident in the importance of education, research, innovation, technological development and human resources of economic growth. Confirmation of this view lies in the fact that when talking about a modern economy in which the current traditional resources (land, capital and labor) replaced knowledge sophisticated technology, ITC developed and modern management as carriers of economic growth. This paper aims to clearly present the modern concepts of knowledge management as a model to create organizational knowledge, and the influence of the elements of corporate culture on the processes that create, exchange and use knowledge. Purpose lies in the need to ensure a balance between the knowledge of all the stake holders of society, and that the processes of economic growth and development and the creation of capital (material and intangible) to be fairer, more humane, more moral.

Keywords: knowledge, management, economic growth.

ZNANJE KAO RESURS MENADŽMENTA I NJEGOV UTICAJ NA EKONOMSKI RAST

Dragan Ilić, Sandra D. Brkanlić, Lazar N. Ožegović, Tatjana N. Vučurević

Izvod

U ekonomiji koja nosi epitet moderna(nova), znanje ima status resursa menadžmenta koji stvara kapital, utiče na ekonomski rast i čini poslovne organizacije konkurentnim na tržištu. Upravo iz tih razloga, u novije vreme znanje kao sinonim ekonomskog rasta i razvoja zaokuplja sve veću pažnju kako stručne javnosti i medija, tako i društvene elite. Potvrda takvog stava nalazi se u samoj suštini teorije rasta gde je evidentan značaj obrazovanja, istraživanja, inovacija, tehnološkog razvoja i ljudskog resursa kod ekonomskog rasta. Potvrda ovom stavu leži i u činjenici da kada govorimo o modernoj ekonomiji u kojoj su dosadašnji tradicionalni resursi (zemlja, kapital i rad) zamenjeni znanjem, suficistiranom tehnologijom, razvijenim ITC i modernim menadžmentom kao nosiocima ekonomskog rasta. Ovaj rad ima za cilj da na jasan način prezentuje moderne koncepte upravljanja znanjem kao modele kreiranja organizacijskog znanja, kao i uticaj elemenata korporativne kulture na procese u kojima se stvara, razmenjuje i koristi znanje. Svrha leži i u potrebi da se znanjem omogući balans između svih interesnih subjekata društva, odnosno da procesi ekonomskog rasta i razvoja kao i stvaranja kapitala (materijalnog i nematerijalnog) budu pravedniji, humaniji i moralniji.

Ključne reči: znanje, menadžment, ekonomski rast.

INTERNATIONAL MARKETING STANDARDIZATION

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Abstract

The trend toward globalization of markets is likely to become increasingly important in the 21st century. As a consequence, in today's globalized world, the domestic economy is dependent on external markets to grow and prosper. This has made firms' international activities ever more important to the economic development of nations, and as a catalyst for significant growth opportunities for firms. In this context, the issue relating to the development of appropriate international marketing strategies that allow for successful competition in foreign markets is particularly relevant. Whether firms should standardize their marketing programs or adapt their strategies to the characteristics of the foreign market has been a topic of great importance for managers and researchers.

Keywords: *meta-analysis, international marketing, standardization, international performance.*

STANDARDIZACIJA MEĐUNARODNOG MARKETINGA

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Izvod

Trend globalizacije tržišta je verovatno da će postati sve važniji u 21. veku. Kao posledica toga, u današnjem globalizovanom svetu, domaća ekonomija je zavisna od eksternih tržišta da rastu i napreduju. Ovo je napravio međunarodne aktivnosti firmi sve važne za ekonomski razvoj naroda, i kao katalizator za značajan rast mogućnosti za firme. U tom kontekstu, pitanje se odnosi na razvoj

odgovarajućih međunarodnih marketinških strategija koje omogućavaju uspešnu konkurenciju na inostranim tržištima je posebno relevantno. Da li firme treba da standardizuju svoje programe marketinga ili prilagode svoje strategije na karakteristike stranog tržišta je tema od velike važnosti za menadžere i istraživače.

Ključne reči: *meta-analiza, međunarodni marketing, standardizacija, međunarodni nastup*

COMMUNICATION QUALITY AS A KEY ELEMENT IN BUSINESS NEGOTIATION

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Abstract

The quality of a business negotiation process is usually assessed by its economic outcome. We argue that this assessment method is insufficient in that it fails to provide a comprehensive analysis of business negotiations. Negotiators engage in highly complex communication tasks, and these communication processes should be analysed along with the outcome in the overall evaluation of a business negotiation. To this end, we will introduce communication quality as a new construct for analyzing the negotiation process. Furthermore, it will be argued that Communication quality itself can affect economic negotiation outcomes both short- and long-term. We will present relevant aspects of communication quality, outline a scheme for its operationalisation and measurement, and discuss its probable impacts on business negotiations.

Keywords: *negotiation, negotiation evaluation, negotiation process, communication process, communication quality.*

KVALITET KOMUNIKACIJE KAO KLJUČNI ELEMENT POSLOVNOG PREGOVARANJA

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Izvod

Kvalitet procesa poslovnog pregovaranja obično se procenjuje na osnovu ekonomskog ishoda. Mi smatramo da ovaj način ocenjivanja nije dovoljan u smislu da ne obezbeđuje sveobuhvatnu analizu poslovnih pregovora. Pregovarači učestvuju u veoma složenim komunikacionim zadacima, a ove procese komunikacija treba analizirati zajedno sa ishodom u ukupnoj proceni poslovnog pregovaranja. U tom smislu, mi ćemo uvesti kvalitet komunikacije kao novi, suštinski element za analizu procesa pregovora. Šta više, potrudimo se da dokažemo da kvalitet komunikacije može uticati na ekonomski rezultat pregovora kako kratkoročno tako i dugoročno. Predstavimo relevantne aspekte kvaliteta komunikacija, šemu za njenu operacionalizaciju i merenje, i razmotriti očekivani uticaj na poslovne pregovore.

***Ključne reči:** pregovori, evaluacija pregovora, pregovarački proces, proces komunikacije, komunikacija.*

THE POSSIBILITY OF USING THE COMPUTER SOFTWARE TO IMPLEMENT AND CARRY OUT FMEA ANALYSIS IN THE COMPANY

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Abstract

The purpose of this article is to discuss the possibility of using computer software in the implementation and analysis of Failure Mode and Effects Analysis (FMEA) in the company. The paper presents the role of FMEA in

modern enterprises, areas in the company, in which the analysis is applied, the types of FMEA and the conditions that must be met before a company will implement a FMEA analysis. With regard to the above-mentioned aspects were considering the benefits of computer software and the difficulty with which the entrepreneur must face in order to get started in an optimal way to use the advantages of software. By analyzing features: ease of use and user-friendliness, speed of access to data stored in the databases of the program, the degree of realization the functions, we evaluated the possibility of using computer software to implement and carry out FMEA analysis. The main finding of the study is that it skillfully used computer software increases the efficiency of!

the FMEA process, reduces time spent on preparation for analysis, and the time of her conduct. Additional benefit is the ability to use databases in all areas of the company which increases the accuracy and efficiency of the operations they perform.

Keywords: *FMEA analysis, ICT*

QUALITY PLANNING IN VARIOUS SECTORS COMPANIES

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Abstract

The article is dealing with a quality planning. It is one of the requirements for quality management systems. The quality planning is a process before the system certification. This has a significant impact on the subsequent to ensure the quality of the company products. Results of the product realization processes depend on the awareness of entrepreneurs and their serious approach to quality planning. There are many ways of quality planning. The choosing this depends primarily on the type and complexity of the processes, but also the diversity of the product range.

Industrial enterprises for many years use the quality plans for their products. They define the procedures, resources and sequence of activities relating to quality. They create the reference data for subsequent monitoring. Most often

they create a quality plan in the form of table, block diagram, forms, descriptively or other modifications to these forms.

In service companies quality planning is simpler and more general. This applies particularly of those that are less engineering and since 2000 increasingly willing to certify quality management systems. There is no statistical guidelines to the production control or explicit expected values that are a subject to acceptance the operation s results.

In this article are showed some examples of companies in various sectors. There combined them with the methods and scope of quality planning of product realization processes.

In the final part of the article state the conclusions summarizing the differences between the quality planning of various sectors.

Keywords: *quality planning, companies*

STATISTICAL ANALYSIS OF SUBJECTIVE IMPRESSIONS AS QUALITY INDICATORS OF AMBIENT LIGHTING

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Abstract

Although ambient lighting can significantly contribute to city beautification, it is often designed in the manner of street lighting, using high-pressure sodium lamps, inadequate for spaces where colour appearance and colour rendering are important. In order to compare the subjective impressions created by LED and metal-halide lamps, both adequate for ambient lighting, a survey was carried out in a Belgrade park. Both lighting installations had three photometric parameters with approximately equal values: illuminance level, colour temperature and colour rendering. The respondents, both those familiar and not familiar with the field of lighting, rated their impression of metal-halide lighting as better regarding all aspects. In order to check the statistical significance of the obtained results, t-test for equality of means was applied, assuming both independent and dependent samples. It was concluded that for eleven out of fourteen questions the results obtained from both groups of respondents can be

considered statistically very significant. It was also concluded that in the considered case the type of samples (independent or dependent) did not practically influence the results of the statistical analysis.

Keywords: *Statistical analysis, Independent and dependent samples, Ambient lighting, Subjective impressions, LEDs, Metal-halide lamps.*

STRATEGIJA KAO OSNOV EKONOMSKOG USPEHA PREDUZEĆA

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Izvod

U uslovima sve veće tržišne nestabilnosti postojećih poslova, za ostvarivanje ciljeva poslovanja preduzeća od ključnog značaja su dobro osmišljene i implemenirane strategije preduzeća. Strategija je specifičan način na koji konkretno preduzeće ulazi u interakciju sa okruženjem. Prema tome, možemo reći da strategija definiše strategijski izbor između alternativnih rešenja. Promene koje dolaze sa tržišta su često nepredvidive i dovode do gubljenja tržišne pozicije, tržišnog zastoja i destabilizacije procesa. Jedan od načina za prevazilaženje promena iz okruženja jeste kontinuirano stvaranje i održavanje konkurentske prednosti, a to se postiže izborom odgovarajuće strategije. U ovom radu biće razmatrano pojam i značaj strategija, vrste strategije, uticaj pojedine strategije na ostvarivanje ekonomskog uspeha preduzeća.

Ključne reči: *strategija, vrste strategije, uticaj pojedinih strategija*

Abstract

In terms of increased market instabilities existing business, to achieve the objectives business of enterprises is crucial and well designed, incorporating strategy. The strategy is a specific way in how the particular company interacts with the environment. Accordingly, we can say that the strategy defines strategic choice between alternatives. The changes wich coming to market are

often unpredictable and lead to the loss of market position, market downtime and destabilization process. One of the way of overcoming changes from the environment is continually creating and sustaining competitive advantage, and this is achieved by selecting the appropriate strategies. In this paper will be considered the concept and importance of strategy, type of strategy, the influence of individual strategies on the achievement of the economic success of the company.

Keyword: *strategy, types of strategies, influence of individual strategies*

OPPORTUNITIES FOR TOURISM DEVELOPMENT IN BOSNIA AND HERZEGOVINA

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Abstract

Tourism is one of the fastest growing industries in the international market. The share of tourism in GDP of the world is about 10%, through tourism is implemented over 6% of total world's exports and around 30% of world trade in services.

The World Tourist Organization marked Bosnia and Herzegovina as a country which is projected to achieve the fastest growth in tourism by 2020 year.

The aim of this paper is to point out the need to restructure existing tourist systems in order to increase the attractiveness of Bosnia and Herzegovina and positioned itself as a notable tourist destination of South East Europe.

Federation adopted a Tourism Development Strategy for the period 2008-2018. year, which opens new perspectives for the improvement of the tourism sector in the region.

As the key objectives which should be achieved by the 2018th year, are determined: 1. increase in the number of tourists to 924,000 with a growth rate

of 4% and 2. reaching the number of nights of 3.262 million with a growth rate of 8%.

Keywords: economic development, tourism, resources, environment, sustainable development.

MOGUĆNOSTI RAZVOJA TURIZMA U FBiH

Adriana Radosavac, Jelena Premović, Zoran Milićević

Izvod

Turizam predstavlja jednu od najbrže rastućih privrednih grana na međunarodnom tržištu. Učešće turizma u BDP sveta je oko 10%, posredstvom turizma se realizuje preko 6% vrednosti ukupnog izvoza u svetu i oko 30% svetske trgovine uslugama.

Svetska turistička organizacija je označila Bosnu i Hercegovinu kao zemlju za koju se predviđa da će ostvariti najbrži rast turizma do 2020 godine.

Cilj ovog rada je da ukaže na potrebu restrukturiranja postojećeg turističkog sistema kako bi se povećala atraktivnost i BiH pozicionirala kao prepoznatljiva turistička destinacija Jugoistočne Evrope.

Federacija BiH je usvojila Strategiju razvoja turizma za period 2008-2018. godine koja otvara nove perspektive za unapređenje turističkog sektora na ovom području.

Kao ključni ciljevi koje treba ostvariti do 2018. godine, određeni su: 1. porast broja turista na 924.000 sa stopama rasta od 4% i 2. dostizanje broja noćenja od 3.262.000 sa stopom rasta od 8%.

Ključne reči: ekonomski razvoj, turizam, resursi, okolina, održivi razvoj.

SUSTAINABLE DEVELOPMENT AS A MANAGEMENT CONCEPT OF TODAY

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Abstract

Production era and anthropocentric point of view are the main characteristics of the period from the fourteenth up to the end of the twentieth century, which had a negative impact on nature and the environment. On the other hand, increase in production volume raises awareness of the necessity of establishing a sustainable development as a new management approach for solving global social, economic and environmental problems.

On the current level of social development is widely recognized need for integration of environmental requirements and basic environmental standards in specific national development policy and global international development policy.

The simplest understood, sustainable development is refer to enabling the development over time. Sustainable development should ensure the harmonization of potentially conflicting objectives of different sectoral policies and socio-economic factors.

Debate on sustainable development is based on the assumption that it is necessary to establish a balance between the three types of capital-economic, social and natural. These three types of capital are taken as the three pillars of sustainable development, and the purpose of sustainability is to maximize the benefits of development in all three areas.

Keywords: development, environment, ecology, sustainable development.

ODRŽIVI RAZVOJ KAO MENADŽMENT KONCEPT DANAŠNJICE⁴

Jelena Premović, Ljiljana Arsić, Slavoljub Vujović

Izvod

Proizvodna era i antropocentrični pogled na svet predstavljaju osnovne karakteristike perioda od XIV pa sve do kraja XX veka, što je negativno uticalo na prirodu i čovekovu životnu sredinu. Sa druge strane, povećanje fizičkog obima proizvodnje je uslovalo povećanje svesti o neophodnosti uspostavljanja održivog razvoja kao novog menadžment pristupa u rešavanju globalnih društvenih, ekonomskih i ekoloških problema.

Na današnjem nivou razvoja društva, opšte je prihvaćen stav o neophodnosti integracije ekoloških zahteva i osnovnih ekoloških standarda u konkretne nacionalne razvojne politike i u globalnu međunarodnu razvojnu politiku.

Najjednostavnije shvaćen, održivi razvoj se odnosi na omogućavanje razvoja tokom vremena. Održivi razvoj treba da omogući harmonizaciju potencijalno konfliktnih ciljeva različitih sektorskih politika i društveno-ekonomskih činilaca.

Rasprava o održivom razvoju se zasniva na pretpostavci da je potrebno uspostaviti ravnotežu između tri vrste kapitala-ekonomskog, društvenog i prirodnog. Ove tri vrste kapitala se uzimaju kao tri stuba održivog razvoja, a svrha održivosti je da maksimizira benefite razvoja u sve tri oblasti.

Ključne reči: razvoj, životna sredina, ekologija, održivi razvoj.

⁴ Rad je deo istraživanja na projektu 046001 finansiranom od strane Ministarstva prosvete, nauke i tehnološkog razvoja Republike Srbije

**ENHANCING INNOVATION AND RESEARCH THROUGH
STRUCTURAL FUNDS OF EUROPEAN UNION –
PROBLEMS OF INNOVATION INITIATIVES STATE
FUNDING THROUGH “INNOVATION FUND” AND
COMPETITION OPERATIVE PROGRAM IN BULGARIA
AND MODELING AN EFFECTIVE SCHEME FOR
INNOVATION EU FUNDS ORGANIZATION**

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Abstract

Presentation explores basic problems of state distribution of EU funds for implementing innovation practices in real business.

The presentation observes practices for funding innovations by state during pre-accession period till 2007 and these with structural funds funding for innovations during 2007 – 2014 in Bulgaria.

The presentation outlines state funding problems of innovation initiatives through structural funds for the period 2007 – 2012, and attempts to solve them in 2012 in respect to performance of funds utilization. The presentation shows also a structural innovation/competition fund organization, applicable for countries of West-Balkans for escaping organizational problems.

Keywords: *Innovations, research, business, state funding*

OBRAZOVANJE U FUNKCIJI UNAPREĐENJA KONKURENTNOSTI REPUBLIKE SRBIJE

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Izvod

Nivo konkurentnosti pokazuje kako nacionalne privrede i preduzeća upravljaju svojim ukupnim kompetencijama da bi ostvarili prosperitet ili profit. Osposobljavanje ljudskih resursa za razvoj i primenu novih tehnologija nalazi se u samom vrhu prioriteta globalnih nacionalnih strategija i politika socijalnog, ekonomskog i tehnološkog napretka. Savremeni tehnološki procesi se baziraju na visoko obrazovanoj populaciji koja može da koristi svu raspoloživu tehnologiju. Razvijena društva teže ka stvaranju što većeg broja obrazovanih stručnjaka. Efekti obrazovanja se ne odražavaju samo na pojedince, već i na društvo u celini i znanje postaje osnovni razvojni faktor. Karakteristika politike obrazovanja je njen izrazito dugoročan strateški karakter. Da bi se iz statusa zemlje u tranziciji došlo do nivoa razvijenih zemalja, celokupno društvo u Republici Srbiji se mora okrenuti stvaranju i primeni znanja uz intenzivno korišćenje svetskih iskustava u različitim oblastima.

Ključne reči: konkurentnost, obrazovanje, obrazovni sistem, strategija obrazovanja, odliv mozgova.

EDUCATION IN THE PURPOSE OF IMPROVING COMPETITIVENESS OF REPUBLIC OF SERBIA

Dubravka Škunca

Abstract

Level of competitiveness shows how national economies and enterprises manage their ultimate competencies in order to achieve prosperity or profit. Making human resources capable for development and implementation of new technologies is in the top of the priorities of global national strategies and

social, economy and technological progress policies. Modern technological processes are based on high educated population that is able to use all given technology. Developed societies are streaming to create more educated experts. Educational effects are not reflecting only on individuals, but on the society as a whole and knowledge becomes basic development factor. Characteristic of educational policy is their distinctively long-term strategic character. In order to transfer from transitional economy to a status of developed country, society as a whole in the Republic of Serbia has to turn to creation and implementation of knowledge, with intensive usage of world experiences from different areas.

Keywords: *competitiveness, education, education system, education strategy, brain drain*

UTILITY OF MULTIVARIATE STATISTICAL TECHNIQUES IN SURFACE WATER QUALITY EVALUATION– CASE STUDY: THE DANUBE RIVER*

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Abstract

The application of different multivariate statistical methods for displaying complex data matrix provides a better insight in water quality and ecological status of studied system, allows the identification of possible sources that affect water bodies and provides a valuable tool for reliable management of water resources, as well as rapid solution for the pollution problem.

The aim of this article is evaluating the quality of Danube River on its course through Serbia and demonstrating possibilities of using two statistical methods: Principal Component Analysis (PCA) and Cluster Analysis (CA) in the surface

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water quality management. Given that the Danube is an important trans-boundary river, thorough water quality monitoring by sampling at different distances during shorter and longer periods of time is not only ecological, but also a political issue. Monitoring was carried out at monthly intervals from January to December 2011, at 17 sampling sites. Obtained data set was treated by multivariate techniques in order to identify the similarities and differences between sampling periods and locations, recognize variables that affect the temporal and spatial water quality changes and present the anthropogenic impact on water quality parameters.

Keywords: The Danube River, water quality, multivariate techniques, Cluster Analysis, Principal Component Analysis

PRIMENA MULTIVARIJANTNIH STATISTIČKIH TEHNIKA U ODREĐIVANJU KVALITETA POVRŠINSKIH VODA - STUDIJA SLUČAJA: REKA DUNAV*

*Danijela Voza**, Milovan Vuković*

Izvod

Primena različitih multivarijantnih metoda za prikazivanje kompleksnih matrica podataka obezbeđuje bolji uvid u kvalitet vode i ekološki status sistema koji se proučava, dopušta identifikovanje mogućih izvora koji utiču na vodna tela i pruža vredan alat za pouzdano upravljanje vodnim resursima, kao i brza rešenja problema zagađenja.

Cilj ovog rada jeste posmatranje kvaliteta reke Dunav na delu toka kroz Srbiju i dokazivanje mogućnosti primene dve statističke metode, analize glavnih komponenti (Principal Component Analysis – PCA) i klaster analize (Cluster Analysis – CA) u upravljanju kvalitetom površinskih voda. S obzirom na to da je Dunav značajna prekogranična reka, temeljno praćenje kvaliteta vode uzorkovanjem na različitim relacijama tokom kraćih i dužih vremenskih perioda

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predstavlja ne samo ekološko, već i političko pitanje. Monitoring je vršen u mesečnim intervalima, od januara do decembra 2011. godine, na 17 mernih mesta. Dobijeni set podataka je obrađen tehnikama multivarijantne analize radi utvrđivanja sličnosti i razlika između perioda i lokaliteta na kojima su merenja obavljena, identifikovanja varijabli zaslužnih za vremenske i prostorne promene kvaliteta vode i prikazivanja uticaja antropogenih faktora na parametre kvaliteta vode reke Dunav na njenom toku kroz Srbiju.

Ključne reči: Dunav, kvalitet vode, multivarijantne metode, klaster analiza, analiza glavnih komponenti

THE USE OF ELECTRONIC SERVICES AND BARRIERS TO ADOPTION OF E-GOVERNMENT SERVICES AMONG BUSINESS ENTITIES

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Abstract

The rapid development and progress of information and communication technology (ICT) have enabled the public administration reform and development of electronic public services for citizens and business entities. Contemporary technologies have enabled the more efficient operation of civil services, reducing the cost of communication and better coordination between the public administration authorities. This paper presents the main results of the research, which aims to determine the extent of acceptance by companies of the public administration services provided electronically, as well as the basic reasons for not using public electronic services. Research is focused primarily on the level of individual usage of e-government and obstacles identified by business subjects. The authors deal with the issues whether the use of electronic public administration services is positively correlated with the size of the company and its dependence on the sector where the company belongs. Hypotheses have been tested using data collected through a survey on a sample of small, medium and large enterprises in the region of Vojvodina and Belgrade.

The practical implications of this study are expected to be in the need of increased awareness among business entities about the importance and benefits of using electronic public administration services, in promoting electronic services as a safe and effective means of communication with the government, and the implementation of measures to support adoption of public administration by the business sector. The relationship between companies and e-government is particularly important for the government and economic policy makers, because small and medium enterprises in most economies are one of the main drivers of economic development.

Keywords: *electronic services, e-government*

POGODNOSTI I OGRANIČENJA VIRTUELNIH RADNIH MESTA

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Izvod

Zahvaljujući brzom napretku komunikacionih i informacionih tehnologija, virtuelna radna mesta su definitivno promenila sliku zaposlenosti u svetu. Virtuelna (mobilna, fleksibilna) radna mesta zamenjuju tradicionalni kancelarijski ambijent i poslovne objekte i omogućuju pojedincima da rade sa bilo kog mesta i u bilo koje vreme, bez obzira na geografske granice.

Virtuelni rad pruža mnogobrojne pogodnosti organizacijama. Međutim, da bi se ostvario uspeh, postoje i značajne prepreke koje se moraju pažljivo analizirati i rešavati. Takođe, veći broj autora, pre svega sociologa, ističe da socijalni izazovi interneta nisu nigde tako izraženi kao kada su u pitanju virtuelna radna mesta. U radu je izvršena analiza pogodnosti i ograničenja virtuelnih radnih mesta i dati predlozi za rešavanje osnovnih prepreka.

Ključne reči: *virtuelna radna mesta, socijalni izazovi, prepreke*

ORGANIZACIONA KULTURA PREDUZEĆA SA VIRTUELNIM RADNIM MESTIMA

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Izvod

Otvaranje virtuelnih radnih mesta omogućuje smanjenje troškova, unapređenje poslovnih rezultata i povećanje konkurentske pozicije u globalnoj ekonomiji. Savremene kompanije se suočavaju sa izazovima i zahtevima novih modela rada u takvom okruženju, promenjenih organizacionih struktura, novih modela razvoja organizacione kulture itd.

Upravljanje virtuelnim radom predstavlja jedan od ključnih izazova upravljanja, jer virtuelna radna snaga ima velika odstupanja od uobičajenog načina poslovanja, izgrađenih stavova, organizacione kulture i sl. Zbog toga je potrebno da kompanije pripreme i sprovedu sveobuhvatne planove za upravljanje promenama, koji mogu da pomognu u obezbeđenju dugoročne i uspešne implementacije virtuelnog rada u organizaciju. U radu su predložena neka rešenja problema razvoja organizacione kulture u ovim uslovima.

Ključne reči: *organizacija, organizaciona kultura, virtuelna radna mesta*

PRAVO POTROŠAČA NA OBAVEŠTENOST KAO CILJ TRGOVINSKE POLITIKE

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Izvod

Da bi se potrošači zaštitili, potrebno je sprovesti niz vrlo različitih aktivnosti kao što je između ostalih i obaveštenje potrošača o onome što može imati uticaja na njihov položaj na tržištu. Napred navedeno je moguće samo ako postoje pravna pravila kojima je cilj zaštita potrošača. Imajući u vidu značaj zaštite prava potrošača za funkcionisanje zajedničkog tržišta, organi Evropske unije formirali su jedinstvenu zajedničku politiku u cilju zaštite potrošača i korisnika proizvoda i usluga. Sa inteziviranjem procesa evropske integracije Srbije, ubrazavaju se i reforme u svim oblastima društvenog i ekonomskog života. U tom procesu i oblast zaštite potrošača doživljava ozbiljne reforme, a sve u cilju prilagođavanja domaćih standarda, regulative i trgovinske politike onima u Evropskoj uniji. Donošenjem Zakona o zaštiti potrošača 2010. godine uveden je u Srbiju opšti pravni okvir zaštite potrošača. Cilj njegovog donošenja bio je da potrošač u Srbiji dobije isti nivo zaštite i prava kao i potrošač u EU. Pored mnogih važnih prava, propisano je i pravo potrošača na obaveštenost, koje podrazumeva raspolaganje tačnim podacima neophodnim za razuman izbor ponuđene robe i usluga. Na značaj ovog prava ukazano je analizom relevantnih odredbi čiji je cilj jačanje zaštite potrošača kao efikasan odgovor na razvoj tržišta.

Ključne reči: *potrošač, zaštita prava potrošača, obaveštenost*

THE CONSUMERS RIGHT ON INFORMATION AS A GOAL OF TRADE POLICY

Danijela Glušac, Milica Stanković, Marija Lazarević, Dragana Gašević

Abstract

In order to protect consumers, it is necessary to perform numerous different activities such as, among others, information about what can have an impact on consumers position in the market. The foregoing is only possible if there are legal rules aimed at protecting consumers. Given the importance of consumer protection for the functioning of the common market, the European Union authorities have formed a unique common policy to protect consumers and users of products and services. With the intensification of European integration of Serbia, reforms in all spheres of social and economic life are accelerating. In this process and the protection of consumers has experienced serious reforms, with a goal to adapting national standards, regulations and trade policies to those in the European Union. The Consumer Protection Law from 2010 was introduced in Serbia as a general legal framework for the protection of consumers. The goal of its adoption was that consumer in Serbia gets the same level of protection and rights as consumer in the EU. Besides many important rights, it is provided the right of consumer to be informed, which means to possess the true facts which are necessary for reasonable choice of offered goods and services. We pointed out the importance of this right by analysis relevant laws that aimed at strengthening consumer protection as an effective response to the market's development .

Keywords: *consumer, protection of consumer, information*

ZAŠTITA PRAVA POTROŠAČA IZ TURISTIČKIH UGOVORA KAO CILJ TRGOVINSKE POLITIKE

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Izvod

Pravo u turizmu je relativno mlada grana prava jer je i u oblasti turizma kao i svakoj drugoj društvenoj oblasti neophodna pravna zaštita. Zaštita potrošača generalno, pa i u samom turizmu je proces koji je u Evropskoj uniji daleko odmakao. Evropski propisi o putovanjima i paket aranžmanima uspostavili su visoke standarde zaštite potrošača - turista, a tuoperatere učinili odgovornim za manjkav odmor. Usklađivanje regulative u oblasti zaštite potrošača kao jedne od osnovnih područja trgovinske politike predstavlja neminovnost u procesu integracija Srbije u Evropskoj uniji. Osnovni korak u pravcu zaštite potrošača u našoj zemlji bio je donošenje Zakona o zaštiti potrošača 2010. godine. Jasno je da samo donošenje propisa nije dovoljno da obezbedi potpunu i sigurnu zaštitu potrošača, a ono što je važno to je da postojanje ovakvih propisa kod potrošača stvara osećaj sigurnosti, jer potrošač ima osećaj da država brine za njega, odnosno da može ostvariti zaštitu svojih prava. Polazeći od pretpostavke da zaštita korisnika usluga u turizmu ima svoje specifičnosti istražuju se i utvrđuju specifičnosti turizma relevantne za zaštitu potrošača. U radu se ispituje i analizira stepen zaštite koji se potrošačima garantuje u turističkim ugovorima.

Ključne reči: zaštita prava potrošača, Evropska unija, direktiva, turizam

CONSUMER PROTECTION LAW IN TOURIST CONTRACTS AS A GOAL OF TRADE POLICY

Danijela Glušac, Marija Lazarević, Dragana Gašević, Milica Stanković

Abstract

The law of tourism is a relatively young branch of law and as well as any other social areas and in tourism it is necessary to establish legal protection. Consumer protection in general, and in tourism is a process that in the European Union has made progress. EU regulations on travel and package tours have established high standards of consumer protection - tourists, and tour operators became responsible for the disadvantages of holiday. Harmonization of regulations in the area of consumer protection as one of the main areas of trade policy is inevitable in the process of integration of Serbia into the European Union. The basic step towards the protection of consumers in our country was the adoption of Consumer Protection Law from 2010. It is clear that the enactment of regulations is not enough to provide a complete and secure protection of the consumer, and what is important is that the existence of such legislation makes consumers feel safe, because consumer has the feeling that the state cares for him, that he could obtain protection of his rights. Starting from the assumption that the protection of service users in tourism has its specific features, we explore and identify specificity of tourism relevant to consumer protection. This paper examines and analyzes the level of protection for consumers which is ensured in travel contracts.

Key words: protection of consumer rights, the European Union, directive, tourism

VIRTUAL ONLINE UNIVERSITY AS A DIGITAL EDUSYSTEM - WORKING CONCEPT AND STRATEGY FOR FURTHER DEVELOPMENT

Ramona Markoska

Abstract

At the beginning of the 21st century, the dispersion of Internet technology in all spheres of human activity, radically changing the way of life. A new virtual world appears, who inherited the forms and links from reality we live in, at the same time it gives them a whole new dimension and manifestation. The education process follows the trends of virtualization, using of modern ICT solutions. In This paper is presented the working experience of participation in an online university, giving the description of an innovative business concept used in this real online university. Strategy of development is dominantly based on the use of open source platforms, as well as voluntary sharing of existing human and information resources. Also, according the experience, the strategy of further development of virtual educational institutions is presented.

Keywords: e-learning, virtual university, digital edusystem

VIRTUELNI ONLINE UNIVERZITET KAO DIGITALNI EDU-SISTEM - RADNI KONCEPT I STRATEGIJA DALJEG RAZVOJA

Ramona Markoska

Izvod

Početak 21. stoljeća, disperzija internet tehnologija, u svim sferama ljudskih aktivnosti, menja korenito način života. Pojavljuje se jedan virtuelni svet, koji nasleđuje obrasce i linkove realiteta u kome živimo, ali daje im sasvim nove dimenzije i manifestacije. Proces edukacije prati trendove virtuelizacije, korišćenjem savremenih ICT solucija. U ovom radu, opisana su iskustva

participacije u jednom online univerzitetu, opisan je njegov inovativni radni koncept realnog online univerziteta. Strategija razvoja je u velikoj meri zasnovana na korišćenju open source platforma, kao i dobrovoljnom sponzovanju postojećih ljudskih i informacijskih resursa. Takođe, na bazi prikupljenih iskustava, data je strategija daljeg razvoja virtuelnih edukacijskih institucija.

Ključne reči: *e-learning, virtual university, digital edusystem*

IMPORTANCE OF SECURITY MANAGEMENT IN SPORT

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Abstract

The indispensable factor of sports competitions is the audience. Through its massive presence, supporting, cheering, applauding and whistling, disapproval, shouting, sets the tone for sporting events. What kind of audience attending sporting events depends on the type of competition, the tastes and preferences of the audience, its cultural and educational level, and some other value criteria.

Mass meetings during sporting events can be used to realize certain goals. During sporting events there were examples of hooliganism and even terrorism. Create the conditions to held events safely has always been an imperative, but especially since the terrorist attacks during the Olympic Games in Munich in 1972 and Atlanta in 1996, and most recently in the Boston Marathon in April 2013.

Thus, this aspect of sports events paying increased attention, which resulted in the increase of the total expenditure of sporting event.

Keywords: security management, sport

ZNAČAJ BEZBEDNOSNOG MENADŽMENTA U SPORTU

Milan V. Mihajlović¹, Milanko Mučibabić²

Izvod

Nezaobilazni akter sportskog takmičenja jeste publika. Ona svojim masovnim prisustvom, podržavanjem, bodrenjem, aplaudiranjem, navijanjem, ali i zviždanjem, negodovanjem, povicama, daje poseban ton sportskim takmičenjima. Koja vrsta publike prisustvuje sportskim takmičenjima, zavisi od vrste takmičenja, ukusa i sklonosti publike, njenog kulturnog i obrazovnog nivoa i nekih drugih vrednosnih kriterijuma.

Masovna okupljanja tokom sportskih događaja mogu biti iskorišćena za realizaciju određenih ciljeva. Tokom sportskog događaja zabeleženi su primeri huliganizma, pa čak i terorizma.

Stvoriti uslove da se sportski događaj održi bezbedno bio je oduvek imperativ, ali posebno nakon terorističkih napada tokom Olimpijskih igara u Minhenu 1972 i Atlanti 1996, a u najnovije vreme tokom Bostonskog maratona u aprilu 2013.

Tako se na ovaj aspekt sportskog događaja obraća povećana pažnja, a to je uticalo na povećanje ukupnog rashoda sportskog događaja.

Ključne reči: upravljanje bezbednošću, sport

CAREER MANAGEMENT AND CAREER SUCCESS

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Abstract

Modern understanding of career differs from the understanding of career 20 years ago. Today, the career is not limited to a decision made by the employee once in his youth. On the contrary, it is a process that promotes and shapes as long as the employee develop professionally. Career development is a comprehensive term that is primarily related to career management in a given organization. We're talking about permanent, life-long process that assists in learning and achieving higher goals during his career. Includes the acquisition of educational qualifications and certification, fulfillment of personal potential shift careers and career growth, family life, achievements and awards. With the increasing level of education, career becomes all the more important for a lot of employees, it becomes the center of events and relationships of exchange between the individual and the organization, determining the degree to which individuals are tied to the organization. An important role in career planning and development is immediate manager. Manager has a special responsibility for career management people managed. It should identify the organization's needs and aspirations of employees to act supportive and advisory, to evaluate the results and direct career path. Conducted research aims to demonstrate that long-term career management process that involves personal development (the value of education and training), career planning, building personal profiles, selecting the right labor organizations and others.

Keywords: *career, career development, career management, human resources*

UPRAVLJANJE KARIJEROM I USPEH U KARIJERI

Snežana Urošević

Izvod

Moderno shvatanje karijere umnogome se razlikuje od shvatanja karijere od pre 20 godina. Danas se karijera ne svodi samo na odluku koju su zaposleni doneli jednom u mladosti. Naprotiv, to je proces kojim se unapređuje i oblikuje sve dok se zaposleni profesionalno razvijaju. Razvoj karijere je sveobuhvatni pojam koji se pre svega odnosi na upravljanje karijerom u datoj organizaciji. Govorimo o permanentnom, doživotnom procesu koji pruža pomoć u učenju i dostizanju viših ciljeva tokom karijere. Obuhvata sticanje obrazovnih kvalifikacija i sertifikacija, ispunjenje ličnih potencijala, smenu karijera i rast karijere, porodični život, dostignuća i priznanja. Sa povećanjem obrazovnog nivoa, karijera postaje sve važnija za veliki deo zaposlenih, ona postaje veza i centar zbivanja razmene između pojedinca i organizacije, određujući stepen u kojem se pojedinci vežu za organizaciju. Bitnu ulogu u planiranju i razvoju karijere ima neposredni rukovodilac. Rukovodilac ima izuzetnu odgovornost za upravljanje karijerom ljudi kojim rukovodi. On treba da identifikuje potrebe organizacije i aspiracije zaposlenih, da deluje podsticajno i savetodavno, da procenjuje rezultate i usmerava profesionalni put. Sprovedeno istraživanje ima za cilj da pokaže da je upravljanje karijerom dugotrajan proces koji podrazumeva lični razvoj (vrednost obrazovanja i stručnog usavršavanja), planiranja karijere, izgradnju ličnog profila, izbor prave radne organizacije i dr.

Ključne reči: karijera, upravljanje karijerom, razvoj karijere, ljudski resursi

MAILING LIST - SUPPORT THE EDUCATIONAL PROCESS IN HIGHER EDUCATION

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Abstract

This paper discusses the genesis and development of web services capabilities mailing list. The service is created with the emergence of the Internet, but did not experience the fate of other services capabilities (Gopher; Telnet), which are missing or have been integrated (web; social networks). Join our mailing list maintained its place among Internet services due to their applicability and usefulness compared to other Internet services. Mailig list is an Internet service that has, in the user context, set up online communities (user groups) who have volunteered to participate in communications and exchange views on specific topics of life and work. Join our mailing list is a closed community and its contents can be traced members through e-mail service (in real time) or via the web (and archive messages). The voluntary consent of the membership of the list is very important for a full understanding of this service. In addition, mailing lists, gather a small Internet community. No limitation to the number of members of the list. But how about the people who are connected to an interest in a particular topic, it is known to be of interest (such as various hobbies) is very specific, and hence conclude that the mailing list does not gather millions or tens of thousands of members, but before order of hundreds or possibly thousands of members.

Through Internet mailing lists is clearly shown as an important aid in the overall process of education of man. The process of learning is nothing else than learning from your mistakes and from others' experiences. Join our mailing list today are very applicable to higher education in the world, at the level of the study program (Department). In modern terms, the mailing lists, the closest is a social network for professionals - Linkendin.

Over mailing list members have the opportunity to be better informed on the topics of the list of addresses. I can respect the list and may be out, when assessing the content being downloaded will not benefit. Special types of mailing lists are newsletters. Members are in a position to receive the list, but not to participate in the creation of posts (the practice of newspaper and radio broadcasting facilities).

This paper presents the case study mailing list E-business degree program at the College eketotehnike and Computing in Belgrade. The list is based on the server Yahoogroups (elektronskoposlovanje@yahooogroups.com) 2003rd year and represents oldest and most active list on one higher education institution in our country. The focus of the work will focus on the period 2011- 2012. years. Membership, activities, categorized by topic posts, reprimands members to delete from the list, and check the access list. You will be explicated methodologies concerning the list, primarily through the hierarchy and the rights of membership, starting with the founder of the law, through the moderator, the ordinary members.

Keywords: *mailing lists, newsletters, education, membership, post, join*

ZNAČAJ PREDUZETNIČKOG MENADŽMENTA ZA RAZVOJ BORILAČKIH SPORTOVA S POSEBNOM OSVRTOM NA RAZVOJ KJOKUŠINKAI KARATEA U REPUBLICI SRBIJI

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Izvod

U ovom radu objasnićemo pojam preduzetništva u sportu. Specifičnosti preduzetništva u sportu u odnosu na klasičan pristup preduzetništvu koji srećemo u privredi. Koje su to sve specifičnosti preduzetništva. Posebno ćemo pokušati da objasnimo sve specifičnosti preduzetništva u borilačkim sportovima sa posebnim osvrtom na kyokushinkai karate. Koliko je

preduzetništvo danas značajno za savremeni sport i sportski menadžment. Koliki se značaj danas daje preduzetništvu u sportu kod nas.

Ključne reči: *kyokushinkai karate, preduzetništvo, sportskim menadžment, borilački sportovi*

RANGIRANJE RAZVOJNIH PROJEKATA GAMZIGRADSKE BANJE

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Izvod

Rangiranje projekata, odnosno razvojnih pravaca predstavlja složen zadatak poslovnih poduhvata i operacija. Stalne promene u okruženju dovode do toga da se projekti sve više posmatraju kao strateške aktivnosti organizacije, što zahteva odgovarajući pristup u upravljanju istim. Polazeći od činjenice da se u svakoj organizaciji realizuje veći broj projekata, današnje shvatanje upravljanja sve više je usmereno ka strategijskom projektnom menadžmentu. Posmatran kao novi pristup u razvoju projektnog menadžmenta, projektni menadžment uvodi potrebu da se projektom upravlja u skladu sa strategijom organizacije, sa ciljem da se realizacijom projekta doprinese ostvarenju opštih ciljeva organizacije. Metode Višekriterijumskog Odlučivanja (MCDM) se često koriste kao podrška projektnom menadžmentu. U radu je akcentat stavljen na rangiranje strategijskih projekata za razvoj Gamzigradske banje, turističkog mesta u Istočnoj Srbiji. Projekti su rangirani ELECTRE metodom, kao glavnom i AHP metodom prilikom određivanja težine kriterijuma, kao pomoćnom metodom Višekriterijumskog Odlučivanja.

Ključne reči: *rangiranje projekata, MCDM, ELECTRE metoda, AHP metoda, Gamzigradska banja*

RANKING DEVELOPMENT PROJECTS OF GAMZIGRAD SPA

Biljana Ilic, Dragisa Stanujkic, Nebojša Simonović

Abstract

Choosing and ranking projects are complex tasks in business operations. Constant changes in the surroundings cause the projects be more increasingly considered as strategic activities of a company, which demands appropriate approach to managing the project. Having in mind the fact that each company realizes a certain number of projects, current consideration of project managing is being increasingly directed to strategic project management. Ranking of projects considers Multiple-Criteria Decision Making (MCDM) as a very popular way to support project management. The paper deals with proposed projects for development of the tourist resort of Gamzigrad spa in Eastern Serbia and its thermo-mineral wells. The projects are ranked by application of the ELECTRE method, as major method and by application of the AHP method, as ancillary method to determine the weights of criteria.

Keywords: *project ranking, MCDM, ELECTRE I method, AHP method, Gamzigrad spa.*

STRATEGIJSKI MENADŽMENT VANREDNIH SITUACIJA

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Izvod

Upravljanje je ciljno usmereno uređenje društvenih odnosa i sukoba koji se nalaze u njihovom temelju pomoću pouzdanih i trajnih mera i institucija, umesto neposredne primene moći i sile. Upravljanje je poželjno ako neuređeno ponašanje ima posledice koje su štetne za interese većine učesnika, ili za interese trećih. Upravljanje je u suštini usmereno ka četiri cilja koji su izgrađeni

u demokratskim državama blagostanja u sledećem istorijskom sledu: na unutrašnji i spoljašnji mir (bezbednost), na civilno konstituisan osećaj zajedničke pripadnosti koji omogućava političku državu (identitet), na demokratsku proceduru odlučivanja (legitimitet) i na od svih strana prihvaćenu ravnotežu između ekonomske efikasnosti i pravičnosti raspodele (socijalno blagostanje).

Savremene političke institucije i uređenja, dakle instrumenti upravljanja, odnose se u najvećem broju, i sada kao i ranije, na nacionalnu državu. Još uvek se “o društvu i državi misli, i oni se organizuju i žive kao da su podudarni”. To dovodi do smanjenja državne sposobnosti upravljanja, tj. do razgradnje sposobnosti dolaska do politički poželjnih stanja putem nacionalnih mera: od spoljašnjeg ugrožavanja bezbednosti sve manje se može odbraniti i sve manje se može zastrašivati preko napora oko nacionalne odbrane. Ni dalja proizvodnja nuklearnog oružja, ni razaranje ozonskog sloja, ni otoplavanje klime ili organizovani kriminal ne sprečavaju se stacioniranjem novih raketa sa više bojevih glava, niti povećanom preciznošću pogađanja cilja. Teško bi bilo uspešno i kejnzijsko upravljanje privredom preko državno pokrenutog istraživanja s obzirom na visoke spoljno trgovinske kvote i osetljiva finansijska tržišta.

Stoga ovladavanje aparaturom političkog odlučivanja u vanrednim situacijama, koji sve više trazi kreativnost, umesto nametanja rešenja, izrodio je novi pristup vanrednim situacijama koji možemo determinisati kao strategijski menadžment vanrednih situacija.

Ključne reci: vanredne situacije, upravljanje, bezbednost, integrisani odgovor

ORE DEPOSIT EVALUATION BY USING COMPROMISE PROGRAMMING

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Izvod

The main task for decision maker in mine exploitation is ore deposit evaluation, which is very important from technical as well as from economic point of view. This is one of the Multiple Criteria Decision Making (MCDM) problems because decision makers are faced with different alternatives and a number of conflicting criteria. This paper proposes Compromise Programming for ore deposit evaluation and ranking. The criteria weights are determined by using Entropy Method. This methodology is demonstrated with real case study involving 4 alternative ore deposits and 6 evaluation criteria.

Keywords: Compromise Programming, Entropy Method, ore deposit.

ISTRAŽIVANJE ULOGA U PROCESU KUPOVINE I POTROŠNJE PROIZVODA

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Izvod

Poznavanje uloga u procesu kupovine pomaže preduzećima da postave najbolje marketing strategije usmerene prema različitim članovima porodice, odnosno, njihovim ulogama. Kroz ovaj rad najpre se navodi koje su to uloge u procesu kupovine (inicijator, uticajna osoba, donosilac odluke, kupac, korisnik) i njihove karakteristike. Nakon toga su prikazani rezultati istraživanja koje je sprovedeno kako bi se otkrile uloge koje pojedinci imaju u procesu kupovine konkretnih

proizvoda (kafe, bezalkoholnih napitaka, alkoholnih pića, hrane, sredstava za održavanje kuće, televizora, nameštaja, automobila) u odnosu na demografske parametre (pol, godine).

Ključne reči: uloge, kupovina, ponašanje potrošača, marketing, istraživanje

RESEARCH ROLES IN THE PROCESS OF BUYING AND CONSUMPTION

Trandafilović Igor, Mihajlović Milena

Abstract

Knowing the role of the purchasing process helps companies to set up the best marketing strategy directed toward different individuals regarding their roles. In this paper, it is first stated what roles of the purchasing process there are (initiator, influential person, the decision maker, customer, user) and then their characteristics. After that, it shows the results of the research conducted to discover the roles that individuals play in the process of purchasing specific products (coffee, soft drinks, alcoholic drinks, food, resources for home maintenance, televisions, furniture, cars) in relation to demographic parameters (gender, age).

Keywords: *role, shopping, consumer behavior, marketing, research*

ISTRAŽIVANJE UTICAJA SNIŽENJA CENA NA PONAŠANJE POTROŠAČA

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Izvod

Pravilno formiranje cena u vreme ekonomske krize je problematično zbog toga što smanjivanje potražnje, višak ponude i veća osetljivost na poskupljenja upućuju na neophodno snižavanje cena. Cena mora da se upotrebi da privuče kupce i pruži im zadovoljstvo. Visoka cena može da simbolizuje i robu visokog kvaliteta, ali i da bude posledica neefikasne proizvodnje ili prometa. Niska cena može da izražava niski status robe, ali i efikasniju proizvodnju, a sniženja mogu da ohrabre kupce na kupovinu. Istraživanje je izvršeno sa ciljem sticanja uvida u to koliko sniženje cena utiče na ponašanje potrošača i na njihovu kupovinu. Marketing istraživanje je sprovedeno na teritoriji opštine Bora i Zaječara i obuhvatalo je 100 ispitanika različite polne, starosne i obrazovne strukture.

Ključne reči: ponašanje potrošača, marketing, cena, popust, kupovina, istraživanje

THE STUDY OF THE INFLUENCE OF PRICE CUTS ON CONSUMER BEHAVIOR

Trandafilović Igor, Damnjanović Sanja

Abstract

Proper pricing in a time of economic crisis is problematic because the reduction in demand, excess supply and greater sensitivity to price increase necessarily point to decrease in prices. Price must be used to attract customers and provide them with satisfaction. High price may represent high-quality goods, but it can also be the result of inefficient production or trade. Low price may express a

low status of goods, but also efficient production, and sales can encourage customers to buy. The research was carried out with the aim of gaining insight into how much price reductions affect consumer behavior and their purchases. The marketing research was conducted on the territories of Bor and Zaječar and included 100 respondents of different gender, age and education.

Keywords: consumer behavior, marketing, price, discount, purchase, research

**THE HR ROLES OF STRATEGIC BUSINESS PARTNER
AND DEVELOPMENT OF HUMAN RESOURCE SYSTEMS
AND THE STRATEGIC FOCUS ON QUALITY AND SPEED:
A SITUATION IN MACEDONIA
(Econometrics' approach) 1 part**

Kristina Krsteska

BAS Institute of Management - Bitola

Abstract

The process of globalization and the exposure of competition are influencing the management in every company, therefore the companies in Macedonia. Considering that, the HR management is facing constant changes, especially if the company is a part of a group (corporate) environment. The study described here examines the correlation between the time spent to HR roles: Development of human resource systems and Strategic business partner and the strategic focus on Quality and speed in 21 companies in Macedonia. The results indicate correlation between the time spent to the HR role of Development of human resource systems and practices and Quality and speed focus as well as between HR role of Strategic business partner and Quality and speed focus using parametric tests.

Keywords: Strategic Business Partner, Development of human resource systems, Quality and Speed.

THE HR ROLES OF HUMAN RESOURCE SERVICE PROVIDER AND AUDITING AND CONTROLLING AND THE FOCUS ON CORE BUSINESS AND KNOWLEDGE BASED STRATEGIES: A SITUATION IN MACEDONIA (ECONOMETRICS' APPROACH) 2 PART

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Abstract

In this paper we will examine of the correlation that between the time spent to HR roles of Auditing and controlling and the strategic focus of Core business and moreover we will examine the correlation between the time spent to HR role of Human resource service provider and the strategic focus of Knowledge based strategies. The research is conducted in 21 companies in Macedonia. The results indicate correlation between the time spent to the HR role of Auditing and controlling and the level of strategic focus on Core business, as well as correlation between the time spent to the role of Human resource service provider and the level of strategic focus on Knowledge based strategies using non-parametric tests.

Keywords: Human resource service provider, Auditing and controlling, Core business and Knowledge based strategies

MANAGEMENT OF RETAIL SPACE AS A LIMITED RESOURCE IN RETAIL ALLIANCES

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Abstract

This article has a primary goal to present a way of association of retail businesses in order to create a competitive advantage in the market, with particular emphasis on the efficient use of shelf space. One of the key decisions that retailer has to make is to offer products to the targeted consumers. All items that are offered on the shelves inside the retail facility are called the product range. The importance of range is most visible in its primary mission to meet the customers needs. Retail space has become expensive resource and that is way many producers are struggling to secure their position for items on the shelves in retail businesses. One of the key instruments in the management of retail business is the control of retail space as a critical, strategic and limited resource. Also, the retail space becomes a new marketing ground with a very strong effect of marketing messages on the consumers during the buying process. Create and maintain a competitive advantage require that retailers has advantages that are not available to its rivals in the target markets. Particularly important competitive advantage is based on knowledge. This work also has aim to directs the future activities of retail companies in order to efficiently respond to consumer demands and proper utilization of shelf space as a limited resource. We will present the ways that retail businesses have to make, business decisions based on business analysis and how they have to organize future activities and operations on the market.

Keywords: Retail company, effective response to consumer demands, shelving space, limited resources, supply, demand, commercial terms.

MENADŽERSKA REVOLUCIJA – QUO VADIS SRBIJO⁵

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Izvod

Ljudski resursi, posebno menadžeri, predstavljaju dugoročnu investiciju. Uspešni menadžeri se ne rađaju, već je neophodno da protekne mnogo vremena i osmišljenih napora da bi došlo do odgovarajućih rezultata. U isto vreme neophodno je u potpunosti iskoristiti potencijale postojećih menadžera. Poznato je da su efikasna privredna rešenja uslovljena i stepenom angažovanja najsposobnijih, na odgovarajućim poslovima i radnim mestima.

Ključne reči: *revelucija, menadžment*

Abstract

Human resources, especially managers, represent longlasting investment. Sucefull managers don't born, already it's necessary for time to pass and many efforts to be done so the results will be good. In the same time, it's necessary to use full poteencial of existing managers. It's well known that the effective economy solutions were conditioned by the degree of engagement the most propriate and capable men, on the appropriate business and work places.

Keywords: *revolution, management*

⁵ Rad je radjen u okviru projekta 179013-Održivost identiteta Srba i nacionalnih manjina u pograničnim opštinama istočne i jugoistočne Srbije-koji finansira Ministarstvo nauke i prosvete.

PERSPECTIVES OF TOTAL QUALITY MANAGEMENT IN TOURISM EDUCATIONAL INSTITUTIONS IN WEST LIBYA

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Abstract

Libya's economy is structured primarily around the nation's energy sector. Recently Libya made some progress on economic reform as part of a broader campaign to reintegrate the country into the international fold. Since the service sector accounts for roughly 60% of GDP, the tourist sector is one of the most promising industries for improving Libya's economy. Maintaining and improving the total quality management in tourism educational institutions is fundamental to reaching the west and north Libya leading position as a destination in tourism services and to increasing its market share. This paper investigates the current implementation status of Total Quality Management (TQM) within the Libyan tourism educational institutions. A survey methodology has been applied using an intensive survey questionnaire to the targeted educational institutions in west Libya. The main hypothesis is that implementing total quality management in the university tourism education institutions in west Libya is crucial for increasing the income from tourist sector. The sub-hypothesis is that the administration of faculties and departments of tourism studies in the Universities in the western area should adopt the philosophy of total quality management and to continuous improve requirements of total quality management environment. Finally, the reality of implementing TQM in the university tourism education institutions in west Libya and beneficiary for Libya's economy are discussed.

Keywords: *TQM, tourism education*

MANAGERS VS. EMPLOYEES OCCUPATIONAL SAFETY PERCEPTIONS ON CONSTRUCTION PROJECTS

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Abstract

This paper presents the results of the safety climate analysis, or more precisely, the manager's vs. worker's perceptions of safety in construction projects. The research is based on the questionnaire methodology of data collection and it consists of 23 questions divided into the 8 groups, which was developed after several years of previous research. The survey was conducted on a sample of 123 employees (15 managers and 108 workers) engaged in four construction projects. The collected data were analyzed using the statistical methods, where the worker's safety climate perceptions were analyzed by key safety factors. Within research conclusions the special emphasis is on those safety factors where the significant differences in manager's vs. worker's perceptions were identified. These differences in perception of managers vs. workers lead to the creation of a negative safety climate, so there are proposed the potential measures that can reduce these differences and that would cause the creation of a more positive safety climate.

Keywords: perceptions, occupational safety, safety climate, construction projects

PERCEPCIJA BEZBEDNOSTI NA RADU MENADŽERA I IZVRŠILACA NA GRAĐEVINSKIM PROJEKTIMA

Nenad Milijić, Ivan Mihajlović

Izvod

U ovom radu su prezentovani rezultati analize klime bezbednosti, odnosno percepcije bezbednosti na radu menadžera i izvršilaca na građevinskim

projektima. U istraživanju je korišćena metodologija upitnika za sakupljanje podataka, sastavljenog od 23 pitanja raspoređenih u okviru 8 grupa, a koji je razvijen nakon prethodnih višegodišnjih istraživanja. Anketiranje je izvršeno na uzorku od 123 zaposlena (15 menadžera i 108 izvršilaca) u okviru 4 građevinska projekta. Prikupljeni podaci su obrađeni statističkim metodama, gde je analizirana percepcija klime bezbednosti od strane zaposlenih, a pomoću ključnih faktora bezbednosti na radu. U okviru zaključaka istraživanja, poseban akcenat je na onim faktorima bezbednosti kod kojih su ustanovljene značajne razlike u percepcijama menadžera i izvršilaca. Ovakve nesaglasnosti percepcija rukovodilaca i radnika dovode do stvaranja negativne klime bezbednosti, te su stoga predložene potencijale mere kojima se ove razlike mogu umanjiti, a što bi uslovalo kreiranje pozitivnije klime bezbednosti.

Ključne reči: percepcija, bezbednost na radu, klima bezbednosti, građevinski projekti

POVEZANOST KONCEPTA UPRAVLJANJA PERFORMANSAMA POSLOVNIH PROCESA SA FINANSIJSKIM POKAZATELJIMA EFIKASNOSTI PREDUZEĆA PRIVREDE SRBIJE

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Izvod

Osnovna svrha sprovedenog istraživanja jeste da ukaže na značaj povezanosti koncepta upravljanja performansama poslovnih procesa sa finansijskim pokazateljima efikasnosti preduzeća privrede Srbije. Cilj istraživanja je determinisanje kontinuiranog unapređenja performansi poslovnih procesa, sa elementima kao što su: planiranje unapređenja performansi poslovnih procesa, determinisanje izvora unapređenja performansi poslovnih procesa, sprovođenje unapređenja performansi poslovnih procesa, kontrolisanje unapređenja performansi poslovnih procesa. Pored toga, u radu će biti prezentirani rezultati sprovedenog empirijskog istraživanja, sa posebnim akcentom na deo koji se

odnosi na uticaj koji unapređene performanse procesa imaju na produktivnost, ekonomičnost i rentabilnost.

Ključne reči: *poslovni procesi, performanse*

Abstract

The main purpose of this research is to highlight the importance of relationship management concepts, the performance of business processes with financial indicators of enterprise efficiency of the Serbian economy. The aim of the research is determining the continuous improvement of business process performance, with elements such as: planning performance improvement of business processes, determining the sources of performance improvement of business processes, the implementation of performance improvement of business processes, controlling business processes to improve performance. In addition, the paper will present the results of an empirical research, with special attention to the part that relates to the impact of improved process performance have on productivity, efficiency and profitability.

Keywords: *business processes, performance*

AN EXAMINATION OF THE DETERMINANTS OF RETAIL CUSTOMERS' BEHAVIORAL INTENTIONS

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Abstract

Due to rising competitive pressures across service industries academics and practitioners alike have exhibited considerable interest in investigating the determinants of customer behavioral intentions over previous two decades. However majority of previous studies have been geographically concentrated in the U.S. and Western Europe, whereas developing economies have largely been neglected. Therefore the aim of this study is to expand our understanding of the influential factors determining customer behavioral intentions in a retail setting

of an emerging economy. Structural equation modeling performed on customer survey data indicate satisfaction as the most significant determinant of customer behavioral intentions, followed by service quality and servicescapes. Implications, limitations and areas for future research are discussed.

Keywords: servicescapes, service quality, satisfaction, customer behavioral intentions, retailing

ISTRAŽIVANJE DETERMINANTI NAMERAVANOG PONAŠANJA KORISNIKA USLUGA MALOPRODAJE

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Izvod

Intenziviranje konkurentskih pritisaka u različitim uslužnim delatnostima dovodi do porasta interesovanja akademske i poslovne javnosti za istraživanje determinanti nameravanog ponašanja korisnika usluga u protekle dve decenije. Međutim, većina prethodnih istraživanja vršena je u kontekstu SAD-a i Zapadne Evrope, dok su uslužne delatnosti zemalja u razvoju u velikoj meri zapostavljane. Cilj ovog rada je stoga da proširi saznanja o uticajnim faktorima koji determinišu nameravano ponašanje korisnika usluga maloprodaje u zemlji u razvoju. Rezultati istraživanja sprovedenog primenom modelovanja pomoću strukturnih jednačina na uzorku korisnika usluga maloprodaje ukazuju na najznačajniji uticaj satisfakcije na nameravano ponašanje korisnika, koju slede kvalitet usluga i uslužni ambijent. U radu su razmotrene implikacije koje proizilaze iz ovog istraživanja, kao i ograničenja i preporuke za buduća istraživanja.

Ključne reči: uslužni ambijent, kvalitet usluga, satisfakcija, nameravano ponašanje korisnika usluga, maloprodaja

**STUDENTSKI SIMPOZIJUM O
STRATEGIJSKOM MENADŽMETU**

SUPPORTING MODELS FOR SMEs IN SERBIA

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Abstract

First years of operation are the most difficult and critical period for newly established businesses. Managing the growth and development of new skills in areas such as accounting, law and regulations, and marketing are a great challenge and difficulty for entrepreneurs. All this can lead to rapid deterioration of newly established enterprises. The biggest reason for their decline is that these companies usually have to go through this initial period without any support provided directly to entrepreneurs, to help them maintain their enthusiasm when faced with the harsh conditions of work and business. The lack of supporting services for SMEs, make these first years of operation particularly difficult.

Needments of today's business environment have created sudden expansion of business incubators and other modern forms of running business in the world. These business models have common mission – to speed up the development of SMEs and improve the entire business environment of the country where they exist. Experiences of developed economies, as well as countries in transition, justify the fact that the private entrepreneurship is of great importance for the economic development. In addition, it represents an essential part of the process of economic reform. In Serbia, these forms of running business are still at the beginning, however considering the possibilities they offer in the incitement of local economic development, their progressive increase will be expected in the future.

Keywords: *models, SMEs*

TIME MANAGEMENT – MANAGERS NECESSARY SKILLS

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Abstract

For years, a number of projects analyzing large businessmen, we can say that they are always worried one of the activities is crucial for the success of the company, and that is how good use of time available. In conditions of a successful business enterprise can not be achieved if managers do not make decisions quickly and effectively and thus make the time to be rationally utilized. Since the modern market is very turbulent, time and speed of response has become more important, because things in the market place and rapidly changing even faster. If the decision takes a long time, the market situation may be much time for that to change, and therefore the decision was made inapplicable. Useph not always do everything but to do what is important, that is. profitable. Time is an investment, because if done correctly and dynamically invest in those activities that provide income, time becomes a viable resource.

Keywords: *time, resources, profits, efficiency*

UPRAVLJANJE VREMENOM – NEOPHODNA VEŠTINA MENADŽERA

Goran Babić

Izvod

Godinama analizirajući brojne projekte velikih biznismena, može se reći da ih je oduvek brinula jedna od aktivnosti koja je presudna za uspeh preduzeća, a to je kako kvalitetno iskoristiti raspoloživo vreme. U današnjim uslovima uspešno poslovanje preduzeća je nemoguće ostvariti ukoliko menadžeri ne donose

odluke brzo i efikasno i samim tim čine da vreme bude racionalno iskorišćeno. Obzirom da je savremeno tržište veoma turbulentno, vreme i brzina reagovanja dobijaju sve više na značaju, jer se stvari na tržištu veoma brzo odvijaju i još brže menjaju. Ako je za donošenje odluke potrebno dosta vremena, situacija na tržištu se može za to vreme znatno promeniti, pa samim tim i donešena odluka postaje neupotrebljiva. Useph nije uvek da uradite sve, već da uradite ono što je važno, tj. profitabilno. Vreme je investicija, jer ako se pravilno i dinamično investira u one aktivnosti koje donose profit, vreme postaje isplativ resurs.

Ključne reči: *vreme, resursi, profit, efikasnost*

UPRAVLJANJE GLOBALNIM MARKETING STRATEGIJAMA U MEĐUNARODNOM POSLOVANJU

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Izvod

U vremenu globalizacije, multinacionalne kompanije se svakodnevno susreću sa dilemom: kako se prilagoditi lokalnim kulturama i tako povećati efikasnost menadžment prakse u lokalnim jedinicama, a istovremeno očuvati jedinstveni sistem menadžmenta i snažnu korporativnu kulturu. Ovakve okolnosti se posebno preslikavaju na funkciju marketinga, pa se zato u radu objašnjavaju različite globalne marketing strategije, od strategija globalnog proizvoda do strategija globalnih komunikacija koje obuhvataju globalne reklamne strategije, strategije globalnog brendiranja i strategije globalnog auditorijuma. Cilj rada je da se analizom ovih strategija shvati logika globalnog prodavca, globalnog kupca, globalne industrije, kao i globalna informaciona logika, te da se dođe do zaključka da je u međunarodnom poslovanju izbor odgovarajuće globalne/lokalne strategije jedna od najvažnijih odluka koja se stavlja pred menadžment.

Ključne reči: *globalizacija, marketing, menadžment, međunarodno poslovanje, strategija*

MANAGING GLOBAL MARKETING STRATEGIES IN INTERNATIONAL BUSINESS

Uroš Petrović, Ana Jurčić, Nikolina Vrcelj

Abstract

In this age of globalization, multinational companies are daily faced with a dilemma: how to adapt to local cultures and thus increase the effectiveness of management practices in the local units, while in the same time preserving the unique management system and a strong corporate culture. Such circumstances are specifically assigned to the marketing function, and therefore this paper explains different global marketing strategies, from global product strategy, to global communications strategy which includes global advertising strategy, global branding strategy and global audience strategy. Aim of this paper is to use the analysis of the aforementioned strategies in order to accommodate global purchasing logic, global customer logic, global industry logic, and the global information logic. This should bring to the conclusion that the appropriate choice of global/local strategy in the international business is one of the most critical decisions for management.

***Keywords:** globalization, marketing, management, international business, strategy*

ROLE OF KNOWLEDGE AND THE CONSUMER IN THE PROCESS OF INNOVATION

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Abstract

In the conditions of globalization, enterprises are oriented towards a new approach to business-doing, which implies and highlights the significance of innovations, by which they do acquire capabilities of adapting to a changeable

and uncertain environment. The creation of a satisfied and loyal consumer is one of the main goals set by contemporary enterprises. The larger the number of interactions between enterprises and the consumer through innovational programs is, the more capable of surviving and developing such an enterprise is. The paper before you analyzes the situation in Serbian enterprises and attempts to answer the question: Do Serbian enterprises pay respect to the consumer's satisfaction as well as to the knowledge employees have, these two issues being important criteria for product/service innovation? Besides, the following questions are asked: How do enterprises make a decision whether and what to innovate? This paper's goal is to provide an answer to the questions asked on the basis of the research conducted during 2011 on the Belgrade City's territory – Serbia, on a sample of 100 companies performing different business activities.

Keywords: *knowledge, innovation, customers*

QUALITY, LOYALTY AND SATISFACTION OF CUSTOMERS IN TOURISM

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Abstract

Customer satisfaction is strongest weapon for attracting new and retaining old customers. It is believed that the satisfaction of consumer of goods bought and used a basis for future consumer behavior in the future, according to the product and the company, due to the satisfaction and creative values for customer represent very important key of modern marketing practices. When the consumer needs are not being met to a significant impact on its future relationship with the company as well as where and what to shop. Also in the consumer purchasing the same if you do not meet your needs according to their requirements and expectations he will not be satisfied with this product. Tourist activity is the result of a process based on meeting the needs of customers based on the needs and expectations as well as some basic things such as accessibility, hygiene, safety, authenticity, and so on. Given that the tourism product on integral has to be seen as it is. Due to the different expectations of the customers

need to use the principle of total products. Work to the satisfaction of various factors. The goal of each tourism company is to create loyal customers and thus a stable source of demand because consumers are loyal to the lifeblood of any company. The tourism industry is very competitive so it is stable partnership between the positive experience of customers and long term advertising. Our loyal customers increase our profits, it leads to employee satisfaction when you have happy employees, then the quality is guaranteed. The aim of this paper is to highlight the importance of customer satisfaction, not only in this area and beyond. Since it all starts with the quality and customer loyalty as well as the company's success in the market. We have to work on new innovations in this field because it is the only way to be competitive in the global tourism market. If that does not work then it is in vain all the potential that we have. In this paper we been applied SERQUAL model by means of which we show the relationship between expectations and perceptions of tourist hotel services on the basis of which to make decisions about consumer satisfaction with these services

Keywords: *satisfaction, loyalty, quality, customer needs, market, tourism*

KVALITET, LOJALNOST I SATISFAKCIJA POTROŠAČA U TURIZMU

Vuk Mihajlović

Izvod

Satisfakcija potrošača je najače oružije privlačenja novih i zadržavanje starih kupaca. Veruje se da je satisfakcija potrošača kupljenim i korišćenim proizvodima osnova za dalje ponašanje potrošača u budućnosti prema tom proizvodu i preduzeću zato je satisfakcija i stvaranje vrednosti potrošača ključ moderne marketing prakse. Kada potrebe potrošača nisu zadovoljene to značajno utiče na njegov dalji odnos prema preduzeću kao i gde će kako i šta će kupovati. Isto tako potrošač u toku kupovine isto ako ne zadovolji svoje potrebe prema svojim zahtevima i očekivanjima on neće biti zadovoljan tim proizvodom. Turistička delatnost je rezultat procesa zasnovanog na

zadovoljenju potreba kupaca zasnovanog na potrebama i očekivanjima kao i na nekim osnovnim stvarima kao što su pristupačnost, higijena, sigurnost, autentičnost i tako dalje. S obzirom na to da je turistički proizvod integralan on se mora posmatrati takav kakav jeste. S obzirom da su očekivanja kupaca različita potrebno je koristiti princip totalnog proizvoda. Na zadovoljstvo deluju različiti faktori. Cilj svakog turističkog preduzeća jeste da stvori lojalne potrošače i tako stabilan izvor tražnje jer su lojalni potrošači osnova svake kompanije. U turizmu je velika konkurencija tako da je stabilan partnerski odnos između njih osnova pozitivnih iskustava kupaca kao i dugoročne reklame hotela. Lojalni potrošači nam povećavaju profit, to dovodi i do zadovoljstva radnika kada imate zadovoljne radnike onda je i kvalitet zagarantovan. Cilj ovog rada je da ukaže na značaj satisfakcije potrošača ne samo u ovoj oblasti nego i šire. Od nje sve polazi i kvalitet i lojalnost potrošača kao i uspeh preduzeća na tržištu. Moramo raditi na novim inovacijama u ovoj oblasti jer je to jedini način da budemo konkurentni na svetskom turističkom tržištu. Ako to ne radimo onda nam je uzalud sav potencijal koji imamo. U ovom radu biće primenjen SERQUAL model uz čiju pomoć ćemo pokazati odnos između očekivanja i percepcija turista hotelskim uslugama na osnovu kojih se može doneti odluka o satisfakciji potrošača tim uslugama.

Ključne reči: *satisfakcija, lojalnost, kvalitet, potrebe potrošača, tržište, turizam*

SCIENTIFIC PAPERS PUBLICATION TREND AT UNIVERSITIES IN SERBIA FOR PERIOD 2008-2013

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Abstract

The results of investigation of scientific papers publication trend at universities in Serbia for period 2008-2013 are presented in this paper. That research was done using data-mining method, as important tool for scientometric and bibliometric approach to the quantitative and qualitative evaluation, review, further usage and knowledge management based on relevant literature.

Literature was analyzed by KOBSON, using SCOPUS as selected index-database, for following scientific areas: business, management and accounting, chemistry, decision sciences, economy, econometry and financials, engineering, ecology, materials science, physics and astronomy, social sciences, chemical engineering and earth sciences.

Data were obtained for following universities in Serbia – Belgrade, Novi Sad, Niš, Kragujevac and Priština. Based on additional analysis of the universities in region, comparison to situation at the University of Zagreb, Croatia and University of Ljubljana, Slovenia is presented also.

Keywords: *data-mining, SCOPUS, universities in Serbia*

TREND PUBLIKOVANJA NAUČNIH RADOVA ZAPOSLENIH NA UNIVERZITETIMA U SRBIJI U PERIODU OD 2008. DO 2013. GODINE

Maja Sibinović, Sanja Nikolić

Izvod

U radu su izneti rezultati ispitivanja trenda publikovanja naučnih radova zaposlenih na univerzitetima u Srbiji u periodu od 2008. do 2013. godine. Navedeno istraživanje je vršeno data-mining metodom, kao važnim alatom u savremenom scijentometrijskom i bibliometrijskom pristupu kvantitativnoj i kvalitativnoj proceni, pregledu, daljoj upotrebi i upravljanju znanjem na bazi savremene literature.

Literatura je analizirana korišćenjem KOBSON-a, i to putem SCOPUS-a kao odabrane indeksne baze, za sledeće naučne oblasti: biznis, menadžment i računovodstvo (BUSI), hemija (CHEM), nauke o odlučivanju (DECI), ekonomija, ekonometrija i finansije (ECON), inženjerstvo (ENGI), ekologija (ENVI), nauka o materijalima (MATE), fizika i astronomija (PHYS), društvene nauke (SOCI), hemijsko inženjerstvo (CENG), i zemlja i planetarne nauke (EART).

Podaci su dobijeni za sledeće univerzitete u Srbiji – Univerzitet u Beogradu, Univerzitet u Novom Sadu, Univerzitet u Nišu, Univerzitet u Kragujevcu i Univerzitet u Prištini, a na bazi dodatne analize univerziteta iz regiona, dato je i

poredjenje sa situacijom na Univerzitetu u Zagrebu, Hrvatska i Univerzitetu u Ljubljani, Slovenija.

Ključne reči: *data-mining, SCOPUS, univerziteti u Srbiji*

SISTEM APPROACH IN ANALYSIS OF INCREASEMENT OF WEB SITE: WWW.SJM06.COM TRAFFIC

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Abstract

This paper presents the overview of available data on statistics of Serbian Journal of Management website traffic. Monthly statistics of number of visitors are presented for the time period January 2008 to December 2012. Special interest is for the countries of origin from which the visitors were. This analysis is performed with the purpose of further optimization of this web page.

Keywords: system approach, www.sjm06.com

SISTEMSKI PRISTUP U ANALIZI MOGUĆNOSTI POVEĆANJA POSEĆENOSTI SAJTA SERBIAN JOURNAL OF MANAGEMENT

Nenad Nikolić

Izvod

U radu je prikazan pregled dostupnih podataka o statistici posećenosti sajta Serbian Journal of Management. Praćena je mesečna poseta sajta od januara

2008. zaključno sa decembrom 2012., odnosno za period postojanja ovog sajta. Takođe, izvršena je analiza trajanja poseta po godinama. Posebno je interesantan podatak o domenima i zemalja iz kojih su posetioci razmatranog sajta. Na osnovu ovih podataka kao i podataka o stranicama samog sajta koje izazivaju najveću pažnju posetioca primenom systemske analize biće predloženo određeni zaključci koji mogu uticati na dalju optimizaciju sajta.

Ključne reči: sistemski pristup, web-site, optimizacija.

DATA MINING IN THE FIELD OF LEAD-FREE SOLDER MATERIALS FOR PERIOD 1993-2012

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Abstract

The field of lead-free solder (LFS) materials presents an actual trend in new ecological materials investigation in the world, which significantly decrease environmental threats.

Literature review of LFS materials research in the period 1993 – 2012 is presented in this work. The increasing tendency of scientific papers number in international journals at SCI list was shown, as well as the list of authors with largest number of published papers, the most important institutions at which researches were led, the journals in which the most papers were published, number of papers by different countries, etc.

Mentioned data were searched by Data Mining method, using SCOPUS scientific index base.

Keywords: data mining, lead-free solder materials, knowledge management

DATA MINING U OBLASTI BEZOLOVNIH LEMNIH MATERIJALA ZA PERIOD 1993.-2012.

Nenad Nikolić

Izvod

Oblast ispitivanja bezolovnih lemnih materijala u trendu je svetskih istraživanja novih ekoloških materijala, koji znatno smanjuju opasnost za životnu i radnu sredinu.

U radu je, kroz pregled literaturnih navoda o bezolovnim lemnim materijalima za period 1993. do 2012. godine, predstavljen tok ispitivanja u ovoj oblasti. Prikazana je tendencija povećanja broja naučnih radova publikovanih u međunarodnim časopisima sa SCI liste u pojedinim periodima, utvrđena lista autora najvećeg broja publikovanih radova, najznačajnije institucije u kojima su navedena istraživanja sprovedena, časopisi u kojima je najveći broj radova publikovan, kao i broj publikovanih radova prema državama, itd.

Pretraga podataka izvršena je metodom „rudarenja podataka“ (Data Mining), korišćenjem Scopus baze naučnih radova.

***Ključne reči:** data mining, bezolovni lemnih materijali, upravljanje znanjem*

APPLICATION OF A COBINED SWOT and Analytic Hierarchy Process (AHP) ON THE CASE OF „JASENOVAC“ MINE

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Marja Kuburović***

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Abstract

In today's turbulent environment, if the companies want to operate successfully, if they want to deal with opportunities and with the forthcoming threats, they must be aware of their strengths and weaknesses. In order to determine these

factors, a SWOT technique is necessary to be applied. Based on this analysis, companies are becoming more aware of their potentials and weaknesses. Moreover, this analysis gives them an insight into the opportunities and threats which exist on the market. However, despite all these pieces of information, the companies are liable to miss an opportunity or to oversee the forthcoming threats. In order to determine the prioritized SWOT factors, SWOT analysis should be combined with AHP method (analytic hierarchy process). This would determine the main strength of the company or a major weakness that needs to be overcome. On the other hand, the opportunities in the region would be detected in time to be taken, as well as threats to be avoided.

We applied the combination of these two methods on the case of a brown coal mine "Jasenovac". The aim of our study is to show the best way to use a combination of these two methods.

Keywords: SWOT, AHP, coal mine

PRIMENA KOMBINOVANE SWOT - AHP Metode na primeru rudnika „Jasenovac“

*Marija Milosavljević, Jasmina Nikolić, Nataša Janićijević i
Marija Kuburović*

Izvod

U današnjem turbulentnom okruženju, da bi kompanije poslovale uspešno, moraju da budu svesne svojih snaga i slabosti da bi se uspešno suočavale sa šansama i pretnjama na koje nailaze. Da bi se odredili ovi faktori neophodno je uraditi SWOT analizu. Na osnovu te analize kompanije postaju svesne svojih potencijala i slabosti. Takođe, ova analiza im pruža uvid u šanse i pretnje koje se nalaze na tržištu. Međutim, i pored svih ovih informacija, često im se dešava da propuste šanse ili da ne izbegnu pretnje na koje nailaze. Da bi odredile prioritete SWOT faktora, SWOT analizu treba kombinovati sa ANR metodom (analitički hijerarhijski proces). Na taj način bi se odredila glavna snaga kompanije, odnosno glavna slabost koja treba da se ispravi. S druge strane, na

vreme bi se uočile šanse iz okruženja koje treba da se iskoriste, kao i pretnje koje treba da se izbegnu.

Kombinaciju ove dve metode upotrebile smo na primeru rudnika mrkog uglja „Jasenovac“. Cilj našeg rada je da prikazemo kako na najbolji način iskoristiti kombinaciju ovih dveju metoda.

Ključne reči: SWOT, AHP, rudnik uglja

IMPORTANCE OF INVESTMENT COMPANIES IN RESEARCH AND DEVELOPMENT

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Abstract

We are aware of turbulent times in which we live and the speed of changes in the world of science and technology happen. Many companies now account for more than one-third of sales or profits from products developed in the last five years. The reason for this lies in the fact that the global market increases competitive fight and time of the development and commercialization of new products is decreasing. This paper will analyze the role of investment companies in research and development to ensure that they have managed to come up with products that have a wide application and be competitive in the market.

Keywords: Research and development, innovation, knowledge, human resources, patents, investment in R & D

CONTENTS:

**INTERNATIONAL MAY CONFERENCE ON STRATEGIC
MANAGEMENT - IMKSM2013**

PLENARY LECTURES:

**STRATEGIC HUMAN RESOURCE MANAGEMENT AND FIRM PERFORMANCE IN
THE INSURANCE INDUSTRY IN MALAYSIA**

Loo-See Beh , Leap-Han Loo 6

**A CONFIRMATORY FACTOR ANALYSIS OF THE INTERFACES FOR REMOTE
CONTROL OF MANUFACTURING SYSTEMS: USER EVALUATION INSTRUMENT**

Vesna Spasojević Brkić , Goran Putnik 7

CONFERENCE PAPERS:

CREDIT RISK MEASUREMENT

Sladjana Neogradi 9

**SINGLE APPROACH TO THE DEVELOPMENT OF MULTI-PROJECT
MANAGEMENT IN THE MANUFACTURING COMPANY OF CORPORATE TYPE**

Zoran M. Zivkovic, Svetislav LJ. Markovic 10

**STRATEGIC MANAGEMENT OF FOREIGN DIRECT INVESTMENT ATTRACTING
FOR TOURISM OF LOCAL GOVERNMENTS**

Gordana Dobrivojević 11

SUBCULTURE AS A DETERMINANT OF CONSUMER BEHAVIOR

Karolina Perčić, Milan Stamatović, Ivana Radojević 13

**THE STUDY ON ABILITY LEVEL OF
COLLEGE INSTRUCTORS IN PAKISTAN**

Tariq Rahm, Tahir Ayub 14

**MEASURING STUDENTS SATISFACTION AT ONE PRIVATE UNIVERSITY IN
SERBIA**

Ivana Radojević, Milan Stamatović, Milica Vasiljević Blagojević 16

**THE ROLE OF AUDIT IN PREVENTING AND DETECTING FRAUD IN FINANCIAL
REPORTS**

Kalač Ruždija 16

**IMPORTANCE OF ORGANIZATIONAL CULTURE IN MODREN ENTERPRISE
OPERATION**

Gordana Nikčević 18

**THROUGH INSTITUTIONALIZING OF THE PROCESS OF ORGANIZATIONAL
LEARNING TO BETTER ORGANIZATIONAL ERFORMANCE AND INCREASED
ORGANIZATIONAL COMPETITIVENESS**

Lidija Stefanovska, Toni Soklevski 19

**IMPORTANCE OF FINANCIAL INFORMATION
FOR DECISION MAKING**

Slavica Ostojić, Ivan Ivanović, Nemanja Damnjanović 20

3D OBJECT VISUALIZATION BASED ON STRUCTURED LIGHT

Adnan Hodžić, Nebojša Kosović, Dejan Divac 22

**THE CONCEPTS OF FIT AND FLEXIBILITY IN THE STRATEGIC HUMAN
RESOURCE MANAGEMENT IN ORDER TO ATTAIN SUSTAINABLE
COMPETITIVE ADVANTAGE**

Elizabeta Tosheva 23

**DINAMIC INVENTORY MANAGEMENT: A CASE STUDY OF AN BUSSINESS
PRODUCTION SYSTEM**

Zorica Stosić, Ivan Mihajlović 24

**GENETIC ALGORITHM APPLICATION ON SUPPLY CHAIN OPTIMIZATION IN
THE SERVICE INDUSTRY**

Milena Jevtić 26

RISK ANALYSIS OF THE PROJECT “BUILDING A HOUSE”

Ivan Jovanović 27

DEVELOPING PROJECT IMPLEMENTATION PLAN "ARRANGING AND TOURIST PRESENTATION OF THE LOCALITY CARICIN GRAD"

Suzana Randelović, Ivan Jovanović 29

THE ROLE OF FOREIGN EXCHANGE POLICY IN THE PROCESS OF EU INCLUSION OF SERBIA

Ivan Marković 30

RECOGNITION OF THE BANKING SECTOR ROLE IN CONSTITUTING THE NEW BUSINESS ENVIRONMENT IN THE SERBIAN FINANCIAL MARKET

Jelena Božović 31

BUSINESS COMPLIANCE FUNCTION IN BANKS

Jelena Božović, Ljiljana Savic 32

ENERGY EFFICIENCY AND POTENTIAL RISK

Slobodan Radosavljević, Milan Radosavljević Jovana Radosavljević 34

SUSTAINABLE USE OF NATURAL SPRING AND MINERAL WATER RESOURCES AND RISK

Slobodan Radosavljević, Milan Radosavljević, Jovana Radosavljević 36

ENVIRONMENTAL QUALITY INCREASE AS MOTIVATION FACTOR FOR CONTEMPORARY LAND MANAGEMENT METHODS DEVELOPMENT

Aleksandar Trifunovic, Ivan Stevovic, Svetlana Stevovic 38

QUALITY MANAGEMENT (TQM-TOTAL QUALITY MANAGEMENT) IN FUNCTION TO IMPROVE THE QUALITY OF THE HUMAN RESOURCES

Gordana Tasevska 39

**THE INFLUENCE OF FRUIT-GROWING ON THE DEVELOPMENT OF RURAL
AREAS IN JABLANICA DISTRICT**

Vladimir Đorđević 42

**THE IMPORTANCE OF THE PARTS OF THE AGROCOMPLEX AS POTENTIAL
FOR THE ECONOMIC DEVELOPMENT OF JABLANICA DISTRICT**

Vladimir Đorđević 43

INFLUENCE OF LEADERSHIP ON ORGANIZATIONAL EFFICIENCY

Ljilana Savić, Vladimir Radovanović 45

**IMPORTANCE OF DETERMINATION THE ORGANIZATION'S DEVELOPMENTAL
STAGE AND CHARACTERISTICS OF TOP MANAGEMENT**

*Nataša Šanevska, Vesna Rafajlovska, Sonja Čortoševa,
Aleksandar T. Dimitrov* 47

THE ROLE OF SOFT SKILLS IN KNOWLEDGE ECONOMY

Jelena Vukašinović, Jelena Đorđević Boljanović 48

**ANALYSIS, MANAGEMENT AND MEASUREMENT OF
CREDIT RISK IN BANKING SECTOR**

Miloš Dragosavac, Jelena Obradović 49

**ANALYSIS OF RELEVANT ASPECTS OF STRATEGIES BASED ON
STANDARDIZATION, CUSTOMIZATION AND MODULARISATION OF PRODUCTS**

Milan Krstić, Ana Skorup, Ivan Krstić 50

**SOCIAL MEDIA - MODERN SOURCE OF
HUMAN RESOURCES RECRUITMENT**

Daniela Velkova 52

**QUALITY STANDARDS HARMONIZATION MODEL IN NEW POWER CABLE
DEVELOPMENT PROCESS**

Andrea Boršoš, Radovan Vladislavljević Dragoslav Nikolić, Biserka Trumić 52

APPLICATION OF COMBINED AHP-PROMETHEE METHOD FOR TEACHING RESOURCES SUPPLY	
<i>Dejan Bogdanović, Ivan Jovanović</i>	54
THE IMPACT OF MANAGEMENT INFORMATIONAL SYSTEMS ON THE SUCCESS OF OPERATIONS AND STRATEGIC MANAGEMENT	
<i>Toni Soklevski, Lidija Stefanovska</i>	54
AUDIT	
<i>Ali Mabruk Masadak</i>	56
USING OF TIME PROJECT SCHEDULING METHOD (CPM) Case study: Construction project of 5000 housing units in Benghazi, Soluq – Libya	
<i>Abdallah Imetieg</i>	57
FACEBOOK AS A MODERN SOCIAL PHENOMENON AND MODE OF BUSINESS CONNECTION – REVIEW OF ACTUAL LITERATURE	
<i>Milica Niculović, Dragana Živković, Dragan Manasijević, Ljubiša Balanović</i>	59
CONSUMER SERVICE AS A COMPETITIVE MEANS OF A COMPANY	
<i>Snežana Rakić</i>	60
SUPPORT TO DEVELOPMENT SMALL AND MEDIUM COMPANIES IN SERBIA	
<i>Snežana Rakić</i>	62
MODERN AUTOMATIC FINANCIAL REPORTING USING INTERNET TECHNOLOGY	
<i>Vojteski-Klijenak Dragana, Šljivic Slavoljub, Pavlovic Milenko</i>	64

**THE IMPORTANCE OF FORENSIC AUDITING IN PREVENTING AND DETECTING
FINANCIAL FRAUDS**

Vojteski-Klijenak Dragana, Sljivic Slavoljub, Pavlovic Milenko 64

BRAND MANAGEMENT AS A FACTOR OF COMPETITIVENESS IN SERBIA

Maja Siljanovski 65

**THE “GREEN PYRAMID” SYSTEM OF QUALITY MANAGEMENT IN THE
IMPLEMENTATION OF OHSAS 18001:2008 FOR SMES**

Jovanka Popović, Saveta Vukadinović, Milan Krstić 66

**DIMENSIONS OF SERBIAN NATIONAL CULTURE AND THEIR INFLUENCE ON
MANAGEMENT**

Srdjan Zikic, Jane Paunkovic, Nevena Ilic 68

**THE ROLE OF BANKS SPECIALIZED IN ECONOMIC DEVELOPMENT WITH
REFERENCE TO THE AGRICULTURAL BANK**

Abdalghani Ashkal 69

**ENVIRONMENTAL QUALITY INCREASE AS MOTIVATION FACTOR FOR
CONTEMPORARY LAND MANAGEMENT METHODS DEVELOPMENT**

Aleksandar Trifunovic, Ivan Stevovic², Svetlana Stevovic 71

MANAGEMENT IN THE AREA OF REVERSE LOGISTICS

Saveta Vukadinović, Jovanka Popović, Rade Stanković 72

MANAGING CHANGES IN SCHOOLS

Sladjana Tomik Stamenkova 73

**DEVELOPMENT OF DYNAMIC CAPABILITIES WITH NEW GROWTH
PLATFORM APPROACH - AN EMPIRICAL STUDY OF PRIVATE ACUTE
HOSPITALS IN SWITZERLAND**

Miroslav Lutovac, Zoran Alimpic 75

**WEBSITE DATA AS A SOURCE FOR STRATEGIC DECISIONS: THE CASE STUDY
OF WINERY WEBSITES**

Aleksandar Jankulović, Milan Stamatović, Dragan Čović 76

**THE ROLE OF COMUNICATION IN NEW TECHNOLOGIES AND INNOVATIONS
INTRODUCTION**

*Aleksandra Vuković, Dejan Riznić, Milovan Vuković,
Nada Štrbac, Danijela Voza* 78

**SYSTEMIC APPROACH TO THE ANALYSIS OF THE EFFECTS OF GLOBAL
ECONOMIC CRISIS ON THE COST OF BASIC METALS**

Ivica Nikolić, Ivan Mihajlović 80

**EQUIPMENT EFFICIENCY METRICS IN PRODUCTION SYSTEMS A
LITERATURE REVIEW AND SURVEY**

Markus Gram 81

**THE INTERNAL CONTROL IN JOINT STOCK COMPANIES – NECESSITY OR
CHALLENGE**

Ljupco Petkukeski, LLM, Marko Andonov, Zoran Mihajloski, Kate Trajkova 82

**STRATEGIC MANAGEMENT CONCEPT AND MARKET RESTRUCTURING AS A
RESPONSE TO CHALLENGES DURING THE GLOBAL CRISIS**

Dejan Riznić, Radmilo Nikolić, Aleksandra Fedajev, Tamara Rajić 84

**THE ROLE AND IMPORTANCE OF LEADERSHIP
IN MANAGING CHANGE**

Suzana Bursać, Ivana Knežević 86

INFORMATION MANAGEMENT OF DISTRIBUTED PRODUCTION SYSTEMS

Nemanja Sremčev, Đorđe Lazarević, Milovan Lazarević, Nikola Suzić 87

MANAGEMENT OF CHANGES AND CRISIS MANAGEMENT

Saša Stamenković, Milan Stamatović, Đurđica Vukajlović 88

MANAGING VIRTUAL TEAM IN NEW PRODUCT DEVELOPMENT PROCESS	
<i>Radovan Vladislavljević, Milan Janković, Vladan Nikolić</i>	90
BUSINESS ETHICS AND ENVIRONMENT PROTECTION	
<i>Ljiljana Stošić Mihajlović, Petronije Jevtić, Marjana Merkać Skok</i>	92
PLACE OF THE CRISIS PR AND ITS ORGANIZATION IN STRATEGIC MANAGEMENT	
<i>Ljiljana Stošić Mihajlović, Petronije Jevtić, Beno Klemencic</i>	93
TRADE AND QUALITY MANAGEMENT SYSTEM	
<i>Petronije Jevtić, Ljiljana S. Mihajlović, Janko Čakš</i>	94
STRATEGIC MANAGEMENT AND ITS APPLICATION TO SMALL ENTERPRISES	
<i>Petronije Jevtić, Ljiljana Stošić Mihajlović, Marko Podbreznik</i>	95
MARKETING MANAGEMENT - THE IMPORTANCE OF CREATING A BRAND AND ITS RELATIONSHIP WITH A CONSUMER TODAY	
<i>Tatjana Stojadinovic</i>	97
PRE-COMPANY AS A BASIS FOR BEGINNING TO REALIZE THE ENTREPRENEURSHIP (according to Law for Trade Companies of Republic of Macedonia)	
<i>Kimo Cavdar</i>	98
USAGE JUSTIFICATION AND EFFECT OF SALES PROMOTION MEASUREMENT	
<i>Dragana Gašević, Marija Lazarević</i>	101
THE IMPORTANCE OF THE INNOVATIONS AS A SOURCE OF COMPETITIVE ADVANTAGE AND HOW SLOVAKIA IS SUPPORTING THEM	
<i>Artur Bobovnický, Anna Zausková, Adam Madlenak</i>	102

IMPROVING OF THE ORGANIZATIONAL STRUCTURE IN THE AFTER-SALES OF VEHICLES, BY ESTABLISHING AND DEVELOPING OF EFFECTIVE TEAMS	
<i>Vasil Stamboliski, Vancho Donev, Radmil Polenakovik</i>	103
SIGNIFICANCE OF LOCAL ECONOMIC DEVELOPMENT STRATEGIES FOR MACEDONIAN MUNICIPIALITIES	
<i>Snezhana Hristova</i>	104
STABILITY OF THE ORGANIZATION	
<i>Vlado N. Radić, Rade Stanković, Sladana Vujičić</i>	105
THE NECESSITY OF REENGINEERING	
<i>Vlado Radić, Rade Stanković, Saveta Vukadinović</i>	107
STATUS AND CONSERVATION OF FISH STOCKS IN LIBYA ABSTRACT	
<i>Abdullbaset Alesawi</i>	108
ANALYSIS OF AIR QUALITY MONITORING STATIONS USING MULTIVARIATE METHOD	
<i>Milica Arsić, Živan Živković</i>	110
TOURIST DESTINATION MANAGEMENT – THE CHANGE OF SHAPE AND CHARACTER	
<i>Branislav Živković</i>	111
EFFECT OF INVESTMENT ACTIVITIES IN IMPROVING GLOBAL COMPETITIVENESS OF SMALL AND MEDIUM ENTERPRISES	
<i>Slobodan Denić, Zoran Milićević, Jelena Premović</i>	112
PRODUCTIVE ENTREPRENEURSHIP AS A GLOBAL GENERATOR OF ECONOMIC GROWTH	
<i>Ljiljana Arsić, Slobodan Denić, Jelena Premović</i>	113

**THE ROLE AND IMPORTANCE OF SMALL AND MEDIUM ENTERPRISES IN
MARKET DEVELOPED AND DEVELOPING ECONOMIES**

Marija Lazarević - Moravčević, Slavica Stevanović, Grozdana Belopavlović 116

**INFLUENCE OF ORGANIZATIONAL COMMUNICATION FLOWS ON THE LEVEL
OF AFFECTIVE COMPONENT OF ORGANIZATIONAL COMMITMENT**

*Kate Trajkova, Marko Andonov, Snezana Kostovska-Frckovska,
Deni Gorčevski* 118

**CREATING COMPETITIVE ORGANIZATIONAL STRATEGY BY IMPLICATING
THE FUNNEL METHOD**

Mende Solunčevski, Lidija Stefanovska 120

THE ROLE OF HR MANAGEMENT IN THE ENGINEERING MANAGEMENT

Valentin Konja, Dejan Matić 121

**BUSINESS CRISIS AND CONTINUITY MANAGEMENT – THEORETICAL AND
INFORMATION BACKGROUND**

Vesela Radović, Dušanka Lečić, Petar Mitić, Neda Raspopović 122

**THE IMPACT OF EMPLOYEE SATISFACTION ON CUSTOMER SATISFACTION
WITH PRODUCT QUALITY**

Marija Savić, Živan Živković 124

**THE PRICE AS INSTRUMENT OF MARKETING MIX IN INTERNATIONAL
MARKETING**

Dragan Ilić, Sandra D. Brkanlić, Lazar N. Ožegović, Tatjana N. Vučurević 125

**KNOWLEDGE AS A RESOURCE MANAGEMENT AND
ITS IMPACT ON ECONOMIC GROWTH**

Dragan Ilić, Sandra D. Brkanlić, Lazar N. Ožegović, Tatjana N. Vučurević 126

INTERNATIONAL MARKETING STARDIZATION

Dragan Ilić, Sandra D. Brkanlić, Lazar N. Ožegović, Tatjana N. Vučurević 128

**COMMUNICATION QUALITY AS A KEY ELEMENT
IN BUSINESS NEGOTIATION**

Dragan Ilić, Sandra D. Brkanlić, Lazar N. Ožegović, Tatjana N. Vučurević 129

**THE POSSIBILITY OF USING THE COMPUTER SOFTWARE TO IMPLEMENT
AND CARRY OUT FMEA ANALYSIS IN THE COMPANY**

Joanna Mikoajczyk, Magorzata Jasiulewicz-Kaczmarek, Mariusz Piechowski 130

**QUALITY PLANNING IN VARIOUS
SECTORS COMPANIES**

Agnieszka MISZTAL 131

**STATISTICAL ANALYSIS OF SUBJECTIVE IMPRESSIONS AS QUALITY
INDICATORS OF AMBIENT LIGHTING**

Nemanja Kostić, Aleksandra Kostić, Dragan Manasijević 132

STRATEGY AS THE BASIS OF ECONOMIC SUCCESS OF THE COMPANY

Jelena Vojnović, Stevan Tomašević, Dragana Drinić 133

**OPPORTUNITIES FOR TOURISM DEVELOPMENT
IN BOSNIA AND HERZEGOVINA**

Adriana Radosavac, Jelena Premović, Zoran Milićević 134

POSSIBILITIES OF TOURISM DEVELOPMENT IN THE FBiH

Adriana Radosavac, Jelena Premović, Zoran Milićević 135

**SUSTAINABLE DEVELOPMENT
AS A MANAGEMENT CONCEPT OF TODAY**

Jelena Premović, Ljiljana Arsić, Slavoljub Vujović 136

SUSTAINABLE DEVELOPMENT AS THE MANAGEMENT CONCEPT OF TODAY

Jelena Premović, Ljiljana Arsić, Slavoljub Vujović 137

ENHANCING INNOVATION AND RESEARCH THROUGH STRUCTURAL FUNDS OF EUROPEAN UNION –PROBLEMS OF INNOVATION INITIATIVES STATE FUNDING THROUGH “INNOVATION FUND” AND COMPETITION OPERATIVE PROGRAM IN BULGARIA AND MODELING AN EFFECTIVE SCHEME FOR INNOVATION EU FUNDS ORGANIZATION	
<i>Galena Slavova</i>	138
EDUCATION IN THE PURPOSE OF IMPROVING COMPETITIVENESS OF REPUBLIC OF SERBIA	
<i>Dubravka Škunca</i>	139
UTILITY OF MULTIVARIATE STATISTICAL TECHNIQUES IN SURFACE WATER QUALITY EVALUATION– CASE STUDY: THE DANUBE RIVER	
<i>Danijela Voza, Milovan Vuković</i>	140
THE USE OF ELECTRONIC SERVICES AND BARRIERS TO ADOPTION OF E-GOVERNMENT SERVICES AMONG BUSINESS ENTITIES	
<i>Jasmina Pavlović, Danijela Lalić, Slavica Cicvarić-Kostić, Darko Stefanović, Jovanka Vukmirović</i>	142
THE ADVANTAGES AND LIMITATIONS OF VIRTUAL WORK PLACES	
<i>Rade Stanković, Vlado Radić, Slađana Vujičić</i>	143
ORGANIZATIONAL CULTURE OF COMPANIES WITH VIRTUAL WORK PLACES	
<i>Rade Stanković, Vlado Radić, Saveta Vukadinović</i>	144
THE CONSUMERS RIGHT ON INFORMATION AS A GOAL OF TRADE POLICY	
<i>Danijela Glušac, Milica Stanković, Marija Lazarević, Dragana Gašević</i>	145
CONSUMER PROTECTION LAW IN TOURIST CONTRACTS AS A GOAL OF TRADE POLICY	
<i>Danijela Glušac, Marija Lazarević, Dragana Gašević, Milica Stanković</i>	147

VIRTUAL ONLINE UNIVERSITY AS A DIGITAL EDUSYSTEM - WORKING CONCEPT AND STRATEGY FOR FURTHER DEVELOPMENT	
<i>Ramona Markoska</i>	149
IMPORTANCE OF SECURITY MANAGEMENT IN SPORT	
<i>Milan V. Mihajlović, Milanko Mučibabić</i>	150
CAREER MANAGEMENT AND CAREER SUCCESS	
<i>Snežana Urošević</i>	152
MAILING LIST - SUPPORT THE EDUCATIONAL PROCESS IN HIGHER EDUCATION	
<i>Nada Staletić, Dragoljub Martinovic, Aleksandar Simović, Predrag Staletić</i>	154
THE IMPORTANCE OF ENTREPRENEURIAL MANAGEMENT IN DEVELOPMENT OF MARTIAL ARTS WITH SPECIAL ATTENTION ON KJOKUŠINKAI KARATE IN REPUBLIC OF SERBIA	
<i>Vojkan Bižić</i>	155
RANKING DEVELOPMENT PROJECTS OF GAMZIGRAD SPA	
<i>Biljana Ilic, Dragisa Stanujkic, Nebojša Simonović</i>	156
STRATEGIC MANAGEMENT OF EMERGENCY SITUATIONS	
<i>Dusko M.Tomic</i>	157
ORE DEPOSIT EVALUATION BY USING COMPROMISE PROGRAMMING	
<i>Gabrijela Popovic, Dragisa Stanujkic, Nedeljko Magdalinovic</i>	158
RESEARCH ROLES IN THE PROCESS OF BUYING AND CONSUMPTION	
<i>Trandafilović Igor, Mihajlović Milena</i>	159
THE STUDY OF THE INFLUENCE OF PRICE CUTS ON CONSUMER BEHAVIOR	
<i>Trandafilović Igor, Damnjanović Sanja</i>	161

THE HR ROLES OF STRATEGIC BUSINESS PARTNER AND DEVELOPMENT OF HUMAN RESOURCE SYSTEMS AND THE STRATEGIC FOCUS ON QUALITY AND SPEED: A SITUATION IN MACEDONIA (Econometrics' approach) 1 part

Kristina Krsteska 162

THE HR ROLES OF HUMAN RESOURCE SERVICE PROVIDER AND AUDITING AND CONTROLLING AND THE FOCUS ON CORE BUSINESS AND KNOWLEDGE BASED STRATEGIES: A SITUATION IN MACEDONIA (ECONOMETRICS' APPROACH) 2 PART

Kristina Krsteska 163

MANAGEMENT OF RETAIL SPACE AS A LIMITED RESOURCE IN RETAIL ALLIANCES

Nemanja Damjanović, Borko Somborac 164

MANAGEMENT REVOLUTION – QUO VADIS SERBIA

Radmilo Nikolić, Vidoje Stefanović, Marija Stefanović 165

PERSPECTIVES OF TOTAL QUALITY MANAGEMENT IN TOURISM EDUCATIONAL INSTITUTIONS IN WEST LIBYA

Salem Ali Abuaisha, Miroslav Lutovac 166

MANAGERS VS. EMPLOYEES OCCUPATIONAL SAFETY PERCEPTIONS ON CONSTRUCTION PROJECTS

Nenad Milijić, Ivan Mihajlović 167

THE CORRELATION BETWEEN THE BUSINESS PROCESS MANAGEMENT AND THE FINANTIAL INDICATORS OF COMPANIES SUCCESS IN SERBIA

Ernad Kahrović 168

AN EXAMINATION OF THE DETERMINANTS OF RETAIL CUSTOMERS' BEHAVIORAL INTENTIONS

Tamara Rajić, Dejan Riznić, Nenad Milijić 169

STUDENTS SYMPOSIUM ON STRATEGIC MANAGEMENT

SUPPORTING MODELS FOR SMEs IN SERBIA

Danijela Rutović, Vuk Bevanda, Đurđica Carić 172

TIME MANAGEMENT – MANAGERS NECESSARY SKILLS

Goran Babić 173

MANAGING GLOBAL MARKETING STRATEGIES IN INTERNATIONAL BUSINESS

Uroš Petrović, Ana Jurčić, Nikolina Vrcelj 174

ROLE OF KNOWLEDGE AND THE CONSUMER IN THE PROCESS OF INNOVATION

Uroš Bulut, Dragana Trifunović, Ivana Bulut 175

QUALITY, LOYALTY AND SATISFACTION OF CUSTOMERS IN TOURISM

Vuk Mihajlović 176

SCIENTIFIC PAPERS PUBLICATION TREND AT UNIVERSITIES IN SERBIA FOR PERIOD 2008-2013

Maja Sibinović, Sanja Nikolić 178

SISTEM APPROACH IN ANALYSIS OF INCREASEMENT OF WEB SITE: WWW.SJM06.COM TRAAFFIC

Nenad Nikolić 180

DATA MINING IN THE FIELD OF LEAD-FREE SOLDER MATERIALS FOR PERIOD 1993-2012

Nenad Nikolić 181

**APPLICATION OF A COBINED SWOT and Analytic Hierarchy Process (AHP) ON
THE CASE OF „JASENOVAC“ MINE**

Marija Milosavljević, Jasmina Nikolić, Nataša Jančićjević i Marja Kuburović 182

**IMPORTANCE OF INVESTMENT COMPANIES
IN RESEARCH AND DEVELOPMENT**

Milan Rondaš 184