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organizacijske študije  
Faculty of organisation studies

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## **Kazalo povzetkov**

<b>Raziskovanje in zagotavljanje kakovosti v e-izobraževanju .....</b>	<b>6</b>
prof. Dr (PhD, ZDA) Annmarie Gorenc Zoran	
<b>Agilni menedžment in organizacijska kultura terciarnih izobraževalnih .....</b>	<b>8</b>
<b>institucij v Sloveniji</b>	
mag. Iris Fink Grubačević	
<b>Povezava med anketnimi odgovori in javno dostopnimi bazami podatkov o uspešnosti poslovanja turističnih agencij .....</b>	<b>11</b>
dr. Vojko Kaluža, prof. dr. Štefan Bojnec	
<b>Kompetence konkurenčnih cvetličarjev kot rezultat paradigmе vseživljenjskega razvoja .....</b>	<b>14</b>
dr. Sabina Šegula	
<b>Iz reda v kaos: traktat o smrti vsebine v postopku procesiranja znanosti ...</b>	<b>18</b>
prof. dr. Uroš Pinterič	
<b>Učinkovitost in delovni motivi starejših delavcev .....</b>	<b>20</b>
prof. dr. Milan Ambrož	
<b>Vrednotenje življenjskega sloga in prostorsko oskrbnih potreb starostnikov .....</b>	<b>22</b>
dr. Marta Kavšek, izr. prof. ddr. David Bogataj, zasl. prof. ddr. Marija Ovsenik	
<b>Pojav debelosti in gibalna/športna dejavnost: študija primera .....</b>	<b>25</b>
prof. dr. Maja Meško, Marie Therese Khalil	
<b>Škodljivi in koristni vplivi ultravijoličnega sevanja-stališča študentov .....</b>	<b>28</b>
mag. Robert Sotler	
<b>Protislovja in perspektive ohranjanja identitete grško-katolikov na področju Slovenije .....</b>	<b>30</b>
Tomas Šajatovič	
<b>Sistemski korporativni coaching- študij primera velikega podjetja .....</b>	<b>32</b>
doc. dr. Marija Turnšek Mikačić	
<b>Analiza varnosti v cestnem prometu v Sloveniji leta 2018 .....</b>	<b>35</b>
doc. dr. Franc Brcar	

<b>Pomen družbene odgovornosti v procesu upravljanja z dizajnom .....</b>	<b>37</b>
mag. Veronika Gruden	
<b>Problematika socialnega dialoga pri gospodarjenju z naravnimi viri .....</b>	<b>39</b>
mag. Iztok Vrščaj	
<b>Kazalniki v okviru presoje vzdržnosti upravljanja s pitno vodo v slovenskih občinah .....</b>	<b>41</b>
Mihaela Rudar Neral	
<b>Motivacija za družbeno odgovornost v jedrske elektrarnah .....</b>	<b>44</b>
dr. Milan Simončič	
<b>Koncept krožne avtopoietske organizacije .....</b>	<b>47</b>
doc. dr. Tanja Balažic Peček	
<b>Poznavanje in uporaba temeljnih procesov avtopoieze v slovenskih visokošolskih organizacijah .....</b>	<b>49</b>
dr. Vinko Bogataj, doc. dr. Tanja Balažic Peček	
<b>Vpliv digitalizacije na upravljanje v arhitekturnem biroju .....</b>	<b>52</b>
mag. Andrej Božin	
<b>Učinkovitost obvladovanja procesne organizacije .....</b>	<b>55</b>
dr. Andrej Dobrovoltc	
<b>Spremembe korporativnih strategij po uvedbi financiranja investicij v infrastrukturo z javno-zasebnim partnerstvom v oskrbovalnih verigah globalno usmerjenih podjetij .....</b>	<b>58</b>
dr. Beti Godnič, prof. dr. Robert Vodopivec	
<b>Model uporabe orodij menedžmenta .....</b>	<b>62</b>
mag. Damijan Kreslin, prof. dr. Mirko Markič	

## Raziskovanje in zagotavljanje kakovosti v e-izobraževanju

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### Povzetek

**Raziskovalno vprašanje (RV):** Novejše raziskave na področju e-izobraževanja nakazujejo, da tiste visokošolske institucije, ki še ne uporabljajo spletnega poučevanja (ang. online learning / e-learning) ne bodo preživele. Pomembni nadaljnji koraki na tem področju so poleg merjenja učnih izidov tudi zagotavljanje kakovosti. V prispevku bomo preučili različne vidike e-izobraževanja, raziskovanje na področju e-izobraževanja ter opredelili smernice kakovosti na tem področju.

**Namen:** Namen in cilj prispevka je prikazati trenutno stanje na področju e-izobraževanja na terciarnem nivoju ter ga povezati z novejšimi evropskimi smernicami na tem področju.

**Metoda:** Izvedli smo kvalitativno raziskavo, in sicer uporabo pristopa sistematičnega pregleda študija s ključnimi besedami e-izobraževanja, raziskave na področju e-izobraževanja in kakovosti v e-izobraževanju zadnjih 15 let v naslednjih bazah podatkov: Web of Science, Scopus, ABI/INFORM Global, JSTOR, ProQuest, ERIC ter PsycINFO.

**Rezultati:** Na podlagi sistematičnega pregleda smo odgovorili na raziskovalno vprašanje, in sicer kakšne so prednosti, slabosti e-izobraževanja, najnovejše analize na tem področju ter najnovejše evropske smernice na področju zagotavljanja kakovosti v e-izobraževanju.

**Organizacija:** Raziskava je uporabna za visokošolske institucije, ker je podan poglobljen uvid na raziskanem področju ter so podana priporočila za implementacijo.

**Družba:** Neustrezna uporaba terminologije, interpretacije na področju e-izobraževanja ter različne smernice kakovosti, ki obstajajo, onemogočajo učinkovit razvoj in kakovostno uporabo e-izobraževanje za ključne deležnike.

**Originalnost:** Raziskava sistematično pokaže na neusklenost terminologije, ki posledično vpliva na raziskave, ki se izvajajo na področju e-izobraževanja.

**Omejitve/nadaljnje raziskovanje:** Omejitev raziskave je, da je avtor sam pristopil k sistematičnemu pregledu brez uporabe dodatnih ocenjevalcev. Hkrati je tudi to priložnost za nadaljnjo raziskovanje.

**Ključne besede:** e-izobraževanje, online izobraževanje, raziskovanje e-izobraževanja, študij na daljavo, zagotavljanje kakovosti, ENQA.

\*\*\*

**Annmarie Gorenc Zoran** je redna profesorica na Fakulteti za organizacijske študije v Novem mestu ter poučuje preko e-izobraževanja na Univerzi Južne Floride. Je avtorica številnih člankov, ki jih predstavlja na številnih mednarodnih, narodnih in regionalnih konferencah. Njeni raziskovalni interesi so interdisciplinarni, in sicer na področju kakovosti v šolstvu, poučevanje druge/tuje jezike, e-izobraževanje, komunikacija in IKT, organizacijsko vedenje ter raziskovalna metodologija.

\*\*\*

## Abstract

### Research Areas and Quality Assurance in E-Learning

**Research Question (RQ):** New research in the area of e-learning is indicating that those higher education institutions that have not yet integrated online learning/e-learning will not survive. An essential next step is to measure engaged learning outcomes of e-learning, but before quality assurance guidelines need to be considered. In this article, we will examine the various viewpoints of e-learning, research in this area, and outline quality assurance guidelines.

**Purpose:** The purpose and goal of the article were to show the current state in the area of e-learning at the tertiary level and connect it with European guidelines in this area.

**Method:** We conducted a qualitative analysis by systematically examining research studies with the keywords e-learning, research in e-learning, and quality in e-learning from the past 15 years from the following databases: Web of Science, Scopus, ABI/INFORM Global, JSTOR, ProQuest, ERIC, and PsycINFO.

**Results:** Based on the systematic review we answered the research questions on the advantages, weaknesses of e-learning, a current analysis in this area and the newest European guidelines in the area of quality assurance in e-learning.

**Organization:** The research is useful for higher education institutions in that an in-depth view and recommendations for implementation are provided.

**Society:** Various uses of terminology, interpretations in the field of e-learning, as well as, numerous quality assurance guidelines that exist make effective development and quality-based e-learning for key stakeholders almost impossible.

**Originality:** Research systematically shows inappropriate use of terminology that indirectly influences research in the area of e-learning.

**Limitations / further research:** The research limitations is that the author did not use additional raters to evaluate the literature. However, this is also a possibility for further research.

**Keywords:** e-learning, online learning, research in e-learning, distance learning, quality assurance, ENQA.

\*\*\*

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## Agilni menedžment in organizacijska kultura terciarnih izobraževalnih institucij v Sloveniji

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### Povzetek

**Raziskovalno vprašanje (RV):** Terciarne izobraževalne institucije so kompleksne tradicionalne, konservativne organizacije, kjer se odvija poučevanje, raziskovanje, izmenjava znanja s pomočjo raznih podpornih administrativnih in strokovnih enot. Agilnost menedžmenta in ustrezna organizacijska kultura pripomoreta k hitrejšemu prilagajanju okolja, prepoznavanju priložnosti v okolju in konkurenčnosti zavoda.

Ali se posamezni elementi/gradniki agilnega menedžmenta in organizacijske kulture razlikujejo glede na zasebne in javne VIS zavode v Sloveniji?

**Namen:** Namen raziskovanja je proučiti medsebojno povezavo med agilnostjo menedžmenta in kulturo organizacije, ter posledično hitrejšo prilagodljivostjo, večjo uspešnostjo ter konkurenčnostjo terciarne izobraževalne institucije. Namen je razviti model agilnega vodenja terciarne izobraževalne institucije.

**Metoda:** Za potrebe raziskovanja bodo uporabljene:

- deskriptivna statistika
- T testi in Anova
- Pearsonovi koeficient, kanonična korelacijska analiza in PCA faktorska analiza.

Podatki bodo zbrani z anketnim vprašalnikom, ki ga bom za namen preučevanja agilnega menedžmenta sestavila sama. Za namen raziskave organizacijske kulture bom uporabila vprašalnik kulture OCAI, ki je standardiziran in v prosti uporabi.

V vzorec bodo zajeti zaposleni na VIS zavodih: dekani, prodekani, tajniki ter predavatelji.

**Rezultati:** Ugotovili bomo, da obstajajo statistično pomembne razlike med agilnim menedžmentom in organizacijsko kulturo v javnih in zasebnih terciarnih izobraževalnih institucijah.

**Organizacija:** Raziskava bo opozorila na pomembnost in nujnost zavedanja menedžmenta terciarnih izobraževalnih institucij, da bodo z ustvarjanjem določene organizacijske kulture in agilnim vodenjem institucije dosegali hitrejše in učinkovitejše prilagajanje spremembam v okolju. Rezultati raziskave bodo pripomogli k boljšemu razumevanju in zavedanju o dejanskem stanju agilnega vodenja v terciarnih izobraževalnih institucijah ter ponudila možnosti za izboljšave.

**Družba:** Pomanjkanje agilnega vodenja in ustvarjanja neustrezne organizacijske kulture v teh institucijah, ima lahko negativen vpliv na zadovoljstvo zaposlenih in posledično na prilagajanje potrebam okolja, npr. gospodarstva.

**Originalnost:** Prvi bomo ugotavljali, ali se posamezni elementi/gradniki agilnega menedžmenta in organizacijske kulture razlikujejo glede na zasebne in javne terciarne izobraževalne institucije v Sloveniji?

**Omejitve/nadaljnje raziskovanje:** Omejitev raziskave se lahko pokaže v slabosti oziroma manjši odzivnosti zaposlenih na terciarnih izobraževalnih institucijah v Sloveniji.

**Ključne besede:** agilnost, agilno vodenje, organizacijska kultura, terciarna izobraževalna institucija.

\*\*\*

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\*\*\*

## Abstract

### **Agility management and organizational culture of tertiary education institutions in Slovenia**

**Research Question (RQ):** Tertiary education institutions are complex, traditional, conservative organizations where teaching, research, knowledge sharing takes place through various supportive administrative and professional units. The agility of management and the appropriate organizational culture contribute to faster adaptation of the environment, recognition of opportunities in the environment and the competitiveness of the institution. Are individual elements / building blocks of agile management and organizational culture different depending on private and public higher education institutions in Slovenia?

**Purpose:** The purpose of the research is to examine the interconnection between the management agility and the organization's culture, and consequently, faster adaptability, higher performance and competitiveness of tertiary education institutions. The aim is to develop an agile leadership model of a tertiary educational institution.

**Method:** For research purposes, the following methods will be used:

- Descriptive statistics,
- T tests and Anova,
- Pearson correlation coefficient, canonical correlation analysis and PCA analysis.

The data will be collected through a questionnaire which I will design myself for the purpose of studying agility management. For the purpose of researching the organizational culture I will use the OCAI culture questionnaire which is standardized and freely available. The sample will include employees at higher education institutes: deans, associate deans, secretaries and lecturers.

**Results:** We will find that there are statistically significant differences between agility management and organizational culture in public and private tertiary educational institutions.

**Organization:** The research will draw attention to the importance and necessity of the awareness of tertiary education institutions management in order to achieve faster and more effective adaptation to changes in the environment by creating a certain organizational culture and agility management of the institution. The results of the research will contribute to a better understanding and awareness of the actual status of agility leadership in tertiary education institutions and offer opportunities for improvement.

**Society:** The lack of agility leadership and the creation of an inadequate organizational culture in these institutions can have a negative impact on employee satisfaction and, consequently, the adaptation to the needs of the environment, e.g. economy.

**Originality:** We are the first to research if individual elements / building blocks of agility management and organizational culture differ between private and public tertiary educational institutions in Slovenia.

**Limitations/Future Research:** The limitation of the research could be reflected in the poor or lower response of employees at tertiary education institutions in Slovenia.

**Keywords:** agility, agility management, organizational culture, tertiary education institution.

\*\*\*

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\*\*\*

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## Povezava med anketnimi odgovori in javno dostopnimi bazami podatkov o uspešnosti poslovanja turističnih agencij

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### Povzetek

**Raziskovalno vprašanje (RV):** Kakšen pomen pripisujemo z anketo pridobljenimi izbranimi dejavniki uspešnosti poslovanja turističnih agencij in tistimi, ki so dostopni v javnih bazah podatkov?

**Namen:** Proučiti pomen izbranih dejavnikov uspešnosti poslovanja, pridobljenimi z anketnim vprašalnikom in jih primerjati s podatki, ki so v javno dostopnih bazah podatkov.

**Metoda:** Zbrani podatki so analizirani z naslednjimi statističnimi metodami: deskriptivno analizo, faktorsko analizo in metodo glavnih komponent, multiplo regresijsko analizo in metodami struktturnih enačb.

**Rezultati:** Primerjava prihodkov od prodaje in poslovnega izida (dobička) med odgovori anketirancev in podatki iz javno dostopnih baz podatkov je pokazala, da obstaja statistično značilna povezanost o gibanju prihodkov od prodaje in tudi poslovnega izida (dobička) v proučevanem obdobju, pri primerjavi števila zaposlenih v proučevanem obdobju pa ne obstaja statistično značilna povezanost med odgovori anketirancev o številu zaposlenih in podatki iz javno dostopnih baz podatkov.

**Organizacija:** Menedžerji/lastniki in vodje turističnih agencij morajo večji pomen pripisovati povečanju prihodkov od prodaje, poslovnu izidu (dobičku), ravno tako pa tudi zaposlenim in njihovemu človeškemu kapitalu, ki predstavlja najpomembnejšo dimenzijo uspešnosti poslovanja turističnih agencij.

**Družba:** Seznaniti tako lastnike, menedžerje in vodje turističnih agencij, kakor tudi ostale, da so proučevane dimenzijs zelo pomembne za vse deležnike in jim je potrebno pripisovati čedalje večji pomen.

**Originalnost:** Gre za prvo takšno raziskavo v Sloveniji in eno prvih v svetovni literaturi.

**Omejitve/nadaljnje raziskovanje:** Anketni vprašalnik je bil namenjen lastnikom/menedžerjem/vodjem in drugim zaposlenim v turističnih agencijah in njihovih poslovalnicah, ne pa tudi njihovim poslovnim partnerjem, ki močno prispevajo h kakovosti storitev turističnih agencij. Predlogi za nadaljnje raziskovanje so v longitudinalnosti raziskave ali pa tudi v tem, da bi v raziskavo vključili tudi katero drugo državo in potem podatke primerjali.

**Ključne besede:** poslovna uspešnost, prihodki od prodaje, poslovni izid (dobiček), zaposleni, turizem, turistične agencije..

\*\*\*

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\*\*\*

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\*\*\*

## Abstract

### **Corelation Between Survey and Public Accessible Databases on Business Performance of Tourist Agencies**

**Research Question (RQ):** What importance do we attach to the survey data on the selected factors

of business performance of tourist agencies and those available in public databases?

**Purpose:** Examine the importance of the selected business performance factors obtained through the questionnaire and compare them with data that are in publicly accessible databases.

**Method:** The collected data were analysed by the following statistical methods: descriptive analysis, factor analysis and principal component analysis, multiple regression analysis and structural equation methods.

**Results:** Comparison of revenues from sales and profit or loss between respondents' answers and data from publicly accessible databases has shown that there is a statistically significant correlation between the movement of revenues from sales and profit or loss during the study period, but when comparing the number of employees in the study period there is no statistically significant correlation between respondents' answers on the number of employees and data from publicly accessible databases.

**Organization:** Managers/owners and managers of tourist agencies should give a greater importance to increasing revenues from sales, greater profit or loss reduction, as well as to employees and their human capital, which represents the most important dimension of business performance of tourist agencies.

**Society:** To inform the owners, managers and heads of tourist agencies, as well as others that the studied dimensions are very important for all stakeholders and need to be attributed with an increasing importance.

**Originality:** It is the first such study in Slovenia and one of the first in the world literature.

**Limitations/further research:** The survey questionnaire was aimed at owners/managers/managers and other employees in tourist agencies and their branches, but not for their business partners, which strongly contribute to the quality of services in tourist agencies. Suggestions for further research are in longitudinal research, and also that in the research is included any other country and then compare the data.

**Keywords:** business performance, revenues from sales, business result (profit), employees, tourism, tourist agencies.

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## Kompetence konkurenčnih cvetličarjev kot rezultat paradigm vseživljenskega razvoja

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### Povzetek

**Raziskovalno vprašanje (RV):** Globalizacija spreminja celotno gospodarstvo in razmere na trgu. Potrošniška družba je vse bolj zahtevna, izobražena, psihologija nakupa in prodaje se spreminja. Zato nas zanima, kaj menijo cvetličarji v različnih državah (Slovenija, Hrvaška, Finska, Italija, Slovaška, Švedska in Slovenija) o kompetencah, ki so pomembne za konkurenčnost.

**Namen:** Ugotoviti katere kompetence so tiste, ki omogočijo cvetličarju zadovoljiti potrebe potrošnika? Poiskati način, kako pristopiti k vseživljenskemu izobraževanju, da bo pridobljeno znanje poenoteno, saj moramo glede na globalizacijo stremeti k zavedanju, da nismo le Slovenci, ki delamo za slovenski trg, ampak je naša perspektiva širša, spadamo v Evropski prostor.

**Metoda:** Z anketno metodo bomo raziskali cvetličarski trg v različnih državah in analizirali rezultate, ki bodo smernice za pionirski projekt e – platforme izobraževalnega gradiva v okviru mednarodne floristične organizacije FlorCert.

**Rezultati:** Rezultati analize ankete kažejo, da so cvetličarji v različnih državah enakega mnenja katere strokovne kompetence morajo zaposleni v cvetličarni osvojiti. Vse bolj pa so pomembne tudi tako imenovane socialne kompetence. Vrednote kot so samoiniciativnost, samostojnost, timsko delo in zanesljivost. Kompetenca, ki je vse bolj pomembna je tudi sposobnost dela z ljudmi iz drugih kulturnih okolij in posledično povezano s tem znanje tujih jezikov. Partnerji v mednarodnem konzorciju FlorCert so izdelali e – knjigo v 7 jezikih, ki vsebuje ustrezne strokovne vsebine.

**Organizacija:** E – book je na spletnih straneh in predstavlja nov način poučevanja, ki je prilagodljiv glede na potrebe uporabnika. To pomeni tudi globalizacijo znanja na področju floristike in s tem konkurenčno prednost cvetličarjev. Vsi deležniki na področju floristike, partnerji v gospodarstvu, kot tudi izobraževalne institucije lahko sledijo globalnim trendom in novostim na področju cvetličarstva. Gospodarski partnerji lahko v okviru e – knjige predstavijo nove produkte in s tem vzpostavijo »win – win« situacijo, saj izobražujejo svoje stranke – cvetličarje, hkrati so cvetličarji posledično bolj inovativni in prodorni na trgu.

**Družba:** Potrošniki na globalnem trgu imajo cvetličarsko ponudbo na enakem nivoju. Ker so cvetličarji bolj kompetentni, so konkurenčni, kar pomeni, da njihova podjetja poslujejo pozitivno. Nekateri zaradi dodatnih znanj širijo svoje poslovanje in zaposlujejo nove kadre. Ker je vedno več novih, okolju prijaznih materialov, ki se uporablja v cvetličarstvu (npr.: osnovno podlag za cvetličarstvo iz umetnih mas so že nadomestili z leseno podlago) in so predstavljeni v e – knjigi, je tudi negativni vpliv na okolje manjši.

**Originalnost:** Do sedaj še ni nihče opravil tako obsežno raziskavo potrebnih kompetenc na področju floristike. Ravno tako še ni bilo napisane e – knjige, ki združuje znanje strokovnjakov 6 držav. S skupnim pristopom oblikovanja mednarodnega gradiva – e – knjige, ki je napisana

tudi v angleškem jeziku, so omogočeni temelj za poenotenje osnovne ravni kompetenc cvetličarjev v evropskem merilu, v prihodnosti je to možno aplicirati tudi bolj globalno.

**Omejitve/nadaljnje raziskovanje:** raziskava je potekala v državah, kateri partnerji so v mednarodnem konzorciju FlorCert. Ker je ideja, poenotenje znanje na evropskem nivoju, bi bilo v prihodnosti smiselno raziskavo izvesti še v drugih državah EU. Ker je e – knjiga šele nastala, bomo spremljali njen uporabo in z raziskavo pridobili mnenja uporabnikov. Smiselno bi bilo v prihodnosti e – knjige še opremiti z video posnetki, saj bi kandidati tako lažje spremljali izdelavo dekoracij v različnih tehnikah.

**Ključne besede:** floristika, kompetenca, FlorCert, e - knjiga, ključna beseda, poenotenje kompetenc.

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**Dr. Sabina Šegula** je bila rojena 10. 12. 1968 v Kranju. Leta 2012 je na Univerzi v Ljubljani na Biotehniški fakulteti končala znanstveni doktorat. V podiplomskem študiju se je posvetila ekonomiji pridelave okrasnih rastlin v Sloveniji. V tem času je tudi zaključila pedagoško–andragoško izobraževanje in mednarodno certifikatno šolanje Wellantcollege iz Nizozemske in pridobila naziv Evropski florist 1 stopnje, opravila izpit na mednarodnem izobraževanju v Boerma Instituut Aalsmeer, Nizozemska in pridobila naziv Masted Douth Floral Design. Končala je specializacijo iz poročne floristike pri svetovno znani Wally Klett, Nemčija. Sodeluje v mednarodnem florističnem projektu FlorCert, je koordinatorica za Slovenijo, skupaj s strokovnjaki iz 5 držav piše mednarodni učbenik za floristiko. Hortikulturo poučuje že 20 let. Napisala je potrjen učbenik za VSŠ Pridelava okrasnih zelnatih rastlin in knjigi Osnove oblikovanja v cvetličarstvu ter Pogoste sobne rastline v Sloveniji. Udeležuje se mednarodnih znanstvenih konferenc, poučuje na srednji šoli, je predavateljica na višji šoli in raziskovalka. Strokovne in poljudne članke piše v različne slovenske revije in je tudi odgovorna urednica slovenske floristične revije. Kot mentorica se z dijaki in študenti udeležuje različnih aktivnosti, tekmovanj, razstav in aktivno sodeluje z gospodarstvom. Raziskuje področje floristike tako iz kompetenčnega vidika, kot poučevanja, okrasnih rastlin in marketinga.

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## Abstract

### Competences of competitive florists as result of a lifelong development paradigm

**Research question:** Globalisation changes the whole economy and circumstances in the market. The consumer society is getting more and more demanding, educated, and the psychology of purchase is changing. That is why we want to know florists' opinions on competences relevant for competitiveness in various countries (Slovenia, Croatia, Finland, Italy, Slovac Republic, Sweden). How can autopoiesis be implemented as a life-cycle of self-realization in lifelong learning.

**Intention:** It is important to find out what are the florists' competences needed for satisfying the customers. Therefore, methods of approach to lifelong development should be found in order to keep and preserve the unification of our knowledge. Globalization should be taken into account, and one should be aware of the fact that we are not just Slovenes working for the Slovene market, but make part of the broader European area and should accordingly broaden our perspective.

**Method:** The survey method will be used in order to make a research of the florist markets in various countries. The analysed results will be used as directives for a pioneer project e-platforms of educational materials within the context of international florist organisation Florcert.

**Results:** Results of the survey analysis indicate that florists in various countries hold the same opinion on selection of competences needed to be learned by employees in florist shops. Furthermore, the so called social competences are getting more and more important. In this context we talk about values, such as »taking the initiative«, independence, team work, reliability. The competence of working with people from foreign cultural areas is also more and more important and consequently related to knowledge of foreign languages. Partners in The International Consortium FlorCert published an e-book with appropriate professional contents in seven languages.

**Organisation:** E-book is accessible on the web and presents a new way of teaching, which is also adaptable to the user's needs. It means a globalisation of knowledge in the field of floristics which can be seen as florists' competitive advantage. All participants in the field of floristics, partners from economy sector, as well as educational institutions can follow global trends and novelties in the field of floristics. Partners from economy sector have been given the opportunity to present their products in e-book, which seems to be a great example of a win-win situation since they can really educate their clients-florists. Consequently, they, the florists, of course, can be more innovative and successful at marketing.

**Society:** Consumers in the global market are offered more or less comparable floral products. As the florists are more competent, they are also more competitive, which means their companies aren't in the red. Additional knowledge may be the reason for their ability to grow their businesses and employ new workers.

**Originality:** So far nobody has made a research of this scale in the field of florists' competences, and it can also be claimed that no one has yet written an e-book in which knowledge of experts from six countries is joined together. A common approach in shaping the contents based on joined international materials for this e-book (written also in English language) presents a basis for the unification of elementary competence levels of florists within the European context. In the future this can be globally applied.

**Limitations / further research:** the research took place in countries with partners in the International Consortium FlorCert. In accordance with the basic idea of knowledge unification on the European level, the research should be carried out also in other EU countries. As the e-book has been just written, its use will be monitored and the users' opinions acquired. In the future the e-book could be enriched by video clips, which would make it easier for the candidates to observe the production of decorations in various techniques.

**Key words:** floristics, competences, FlorCert, e - book, unification of competences

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**Ph. D. Sabina Šegula** was born on 10. 12. 1968 in Kranj. In 2012 I finished my PhD studies at the Biotechnical College at the University of Ljubljana. In her post-bachelor studies, she focused on the economic aspect of decorative plant productions in Slovenia. Meanwhile she also finished the course of pedagogy and andragogy studies and accomplished the international certificate education of Wellantcollege in the Netherlands from which she attained the title of First Degree European Florist. She also passed the international exam Masterd Doutch Floral Design at Boerma Instituut Aalsmeer, the Netherlands and specialized at Wedding floristics learning from the world-famous florist Wally Klett in Germany. She take part in an international florist project FlorCert at which she is also the coordinator for Slovenia. Together with other professional florists from 6 different countries they are currently writing an international e - book for floristics. She have been a teacher of horticulture for 20 years now. She wrote a course book for vocational college *Pridelava okrasnih zelnatih rastlin* (The Cultivation of Decorative Herbaceous Plants) and books *Osnove oblikovanja v cvetličarstvu* (The Basics of Floristic Design) and *Pogoste sobne rastline v Sloveniji* (Common Indoor Plants in Slovenia). She is taking part in many scientific

international conferences aside from being a high school teacher, a college professor, and researcher. She is writing professional and popular articles for various Slovenian magazines and she is the Editor-in-Chief at Slovenian floristics magazine *Akademija cvetja*. As a mentor, she takes part in various activities, competitions, exhibitions with her students. She also cooperate with several companies working in the field of floristics. She is scientifically exploring the field of floristry from a competence perspective, such as teaching, ornamental plants and marketing.

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## Iz reda v kaos: traktat o smrti vsebine v postopku procesiranja znanosti

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### Povzetek

**Raziskovalno vprašanje (RV):** Ali je standardizacija študijskega procesa potrebna?

**Namen:** Vzpostaviti odgovor na vprašanje ali je striktno definiran študijski proces element spodbujanja kreativnosti ali pa zgolj preusmerja pozornost od vsebine v spoštovanje pravilnosti rituala potrditve.

**Metoda:** Dialektična metoda na osnovi družbenega konstruktivizma.

**Rezultati:** Procesna omejenost študijskega procesa uničuje kreativnost in odpira prostor za vsebinske napake, kot posledico nekompetentnosti predavateljev, skrito za procesno pravilnostjo študijskega postopka.

**Organizacija:** Ta argument nima praviloma vpliva na upravljalne prakse, saj trči v temelj problema, od katerega se praviloma odbije.

**Družba:** V kontekstu sprejetosti argumenta, lahko vpliva na zmanjševanje nizkokakovostnega znanstvenega delovanja doktorskih študentov v prihodnje.

**Originalnost:** Akademsko osebje prepogosto pozablja kritično ovrednotiti svoje kompetence na posameznih raziskovalnih področjih ter prestopi mejo med znanjem ter zakoreninjenim mnenjem o pravilnosti argumenta, kar potencialno uničuje znanje bodočih generacij.

**Omejitve/nadaljnje raziskovanje:** V prihodnje ta argumentacija potrebuje empirično preverjanje.

**Ključne besede:** akademska skupnost, znanje, družba znanja, študijski proces, standardizacija znanja.

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## Abstract

# From order to chaos: tractate on death of the content in the processing of science

**Research Question (RQ):** Is strict regulation of study processes necessary?

**Purpose:** Define whether strictly defined format of the study ensures creativity or only reduces the potential of the students and potentially redirect attention from the content of individual study field to procedural rite of passage.

**Method:** Dialectic method based on social constructivism.

**Results:** Process definition of the study process destroys creativity and leaves open room for factual mistakes due to incompetence of teachers hidden behind the logic of process validity.

**Organization:** This argumentation has practically no effect on managerial practices, since it collides with the essence of the problem and bounces off.

**Society:** If accepted, the argument should help preventing low level scientific output of the doctoral students in the future.

**Originality:** Academia too often forgets to critically evaluate its own competence in different research fields and oversteps the boundary between knowledge and imbedded opinion of correctness, which potentially destroys the knowledge of future generations.

**Limitations / further research:** In the future, the argument should be empirically tested.

**Keywords:** academia, knowledge, knowledge society, study process , knowledge standardisation.

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## Učinkovitost in delovni motivi starejših delavcev

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### Povzetek

**Raziskovalno vprašanje (RV):** Kako zadovoljstvo z delom in stereotipno okolje v organizaciji vplivata na učinkovitost starejših delavcev in na njihove želje in motive, da nadaljujejo z delom.

**Namen:** Raziskati etični odnos do starejših delavcev in stališča o njihovi učinkovitosti. Cilj izhaja iz dejstva, da se delovna populacija stara in da se pojavljajo vprašanja motivacije starejših delavcev, da nadaljujejo z delom in tudi etična vprašanja, ki izhajajo iz stereotipnega pogleda na starejše delavce. Slovenija namreč sodi med države, ki ima največ starejšega prebivalstva v Evropi. Delež starejših ljudi nad 64 let starosti se izjemno hitro povečuje in je v sredini leta 2015 znašal že 18,2% celotnega prebivalstva; projekcije predvidevajo, da bo delež starejših ljudi nenehno naraščal in do leta 2060 bo starejši od 64 let vsak tretji Slovenec (SURS, 2016). Podatki projekcij SURS-a kažejo na povečevanje strukturnega deleža prebivalstva starejšega od 80 let. Strukturni delež tega dela prebivalstva naj bi se povečal s 4,9% v letu 2015 na 14% do leta 2060.

Beehr in Bennett (2014) ugotavlja, da premostitvene delovne aktivnosti upokojencev krepijo njihovo samopodobo, izboljšujejo njihov finančni položaj in spodbujajo vključenost v družbeno okolje.

**Metoda:** kvantitativna metodologija – kvantitativne metode (faktorska analiza, regresijska analiza, neparametrične metode), anketiranje zaposlenih v slovenskih organizacijah po naključni metodi vzorčenja.

**Rezultati:** Rezultati raziskave bodo temeljili na predpostavki, da imajo v organizacijah neetičen odnos do starejših delavcev, ki je zakorenjen v družbeno prenosljivih stereotipih o staranju, kar sproža dvom o njihovi učinkovitosti, prilagodljivosti in sposobnosti prilaganja novostim. Izhajamo iz predpostavke, da bomo ovrgli stereotipno podobo staranja in identificirali dejavnike, ki lahko ohranjajo učinkovitost starejših delavcev pri delu in njihovo motivacijo, da nadaljujejo z delom tudi po upokojitvi.

**Organizacija:** Kakšen je vpliv raziskave na menedžerje in organizacijo oz. prakso. Raziskava bo odkrila motivacijske dejavnike in potrebne socialno- psihološke prilagoditve delovnega okolja, ki bodo osnova za delo starejših delavcev tudi v prihodnje.

**Družba:** Kakšen je vpliv raziskave na družbo, socialno odgovornost in okolje. Raziskava bo razkrila stereotipno podobo staranja in usmerila pozornost na model zaposlovanja in dela ter učinkovitosti starejše populacije. Raziskava bo vpogled v izrabo potencialov vseh članov družbe, ki se pospešeno stara in sprožila potrebo po razvoju drugačnih delovnih odnosov, načinov dela in izobraževanja za delo ob nastajajoči starejši populaciji.

**Originalnost:** Kaj je novega v raziskavi, kakšna je vrednost oz. originalnost raziskave. Raziskava bo prispevala k bolj kompleksnemu pogledu na učinkovitost in produktivnost in razvila nov pogled na staranje, ki je lahko kakovostno, če starejši ljudje prispevajo k družbeni blaginji prostovoljno in ne pod pritiskom novo-liberalne logike o aktivnem in produktivnem staranju.

**Omejitve/nadaljnje raziskovanje:** Omejitve raziskave in predlogi za nadaljnje raziskovanje. Omejitve raziskave so stereotipni pogledi na staranja, ki ustvarjajo splošne predpostavke o

starejši populaciji in njeni sposobnosti, da se na ravni posameznika prostovoljno vključuje v družbene in organizacijske aktivnosti.

**Ključne besede:** starejši delavci, stereotipi, učinkovitost, produktivnost, motivacija, diskriminacija, organiziranost, menedžment.

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**Milan Ambrož** (Ambrož Milan, doktor organizacijskih ved in redni profesor za področje sociologije. Zaposlitve kriminalist- preiskovalec, svetovalec za konzularne zadeve, direktor sektorja zavarovanja in direktor izobraževalnega centra Sava Kranj, svetovalec za HRM, Direktor Inštituta RS za socialno varstvo, Dekan Visoke šole za turizem, Portorož, visokošolski predavatelj – profesor na FOŠ in ECM. Avtor več znanstvenih monografij, ki so izšle pri domačih in tujih založbah, avtor strokovnih monografij. Objavil je tudi 60 znanstvenih in strokovnih člankov v domačih in tujih revijah in vodil več domačih projektov s področja menedžmenta in organizacije in sodeloval kot raziskovalec v dveh tujih projektih s področja turizma in organizacije.

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## Vrednotenje življenjskega sloga in prostorsko oskrbnih potreb starostnikov

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### Povzetek

**Raziskovalno vprašanje (RV):** Starostniki postanejo odvisni od pomoči drugih pri različnih starostih. Vprašanje je, katere aktivnosti življenjskega sloga, ki še niso dobro raziskane, vplivajo na njihovo sposobnost samooskrbe. Zato smo žeeli preučiti zlasti vpliv težkega fizičnega dela na delovnem mestu na starost ob vstopu v institucionalno oskrbo in v katerem tipu bivališča želijo biti starostniki oskrbovani, ko ne bodo mogli več bivati v lastnem domu.

**Namen:** Namen članka je ugotoviti, ali življenjski slog – predvsem težko fizično delo – vpliva na starost ob vstopu v dolgotrajno oskrbo. Ugotovitev je pomembna pri oblikovanju projekcij povpraševanja po storitvah dolgotrajne oskrbe. Na podlagi teh se namreč dolgoročno načrtuje kapacitete dolgotrajne oskrbe, potrebne človeške vire in grajen prostor za zagotavljanje kakovostne oskrbe oseb, ki so odvisne od pomoči drugih.

**Metoda:** Anketirali smo 198 starostnikov, in sicer 100 stanovalcev v slovenskih domovih za starostnike ter 98 uporabnikov pomoči in nege na domu. Anketirance smo razvrstili v različne skupine po življenjskem slogu in še posebej preučili vrsto dela, ki so ga opravljali v aktivni dobi. Test vpliva življenjskega sloga na razlike v starosti ob vstopu v oskrbo smo izvedli z z+4 testom tako za preveritev prve kot tudi druge hipoteze. Za preveritev tretje hipoteze pa smo razvili primer modela izdatkov za dolgotrajno oskrbo.

**Rezultati:** Prišli smo do dveh pomembnih rezultatov, da težko fizično delo značilno vpliva na zgodnejši vstop v institucionalno oskrbo in večji del starostnikov se ne želi starati na domu, ko pridejo do stanja, da ne morejo več skrbeti sami zase.

**Organizacija:** Delavci, ki so opravljali posebno težka dela, postanejo odvisni od pomoči drugih mnogo prej, kar je povezano tudi z večjimi izdatki za oskrbo. V članku je razvit primer modela za ovrednotenje razlik v teh izdatkih, ki je lahko podlaga za izračun zavarovalne premije za predčasno poklicno dolgotrajno oskrbo.

**Družba:** Za kakovostno izvajanje storitev dolgotrajne oskrbe mora družba nameniti ustrezna sredstva oziroma ustrezni delež v BDP.

**Originalnost:** Pokazali smo, kako preko poznavanja življenjskega sloga prebivalstva – vplivu težkega fizičnega dela na starost ob vstopu v dolgotrajno oskrbo, bolje načrtujemo potrebe po storitvah in grajenem prostoru ter oskrbovalnih mrežah za starostnike.

**Omejitve/nadaljnje raziskovanje:** Glede na ranljivost preučevane populacije smo uspeli pridobiti odgovore le od manjšega števila starostnikov, posledično so ocene parametrov slabše, vendar nedavno razvit z+4 test omogoča dokaj zanesljivo oceno različnosti parametrov in kaže na pomembnost parametrov, ki jih v načrtovanih sistemih načrtovanja dolgotrajne oskrbe sploh še ne zasledimo.

**Ključne besede:** dolgotrajna oskrba, življenjski stil, oskrba na domu, oskrbovana stanovanja, institucionalna oskrba, socialnovarstveni zavod, upad funkcionalnih zmožnosti, stanovanjske skupnosti starostnikov

\*\*\*

**Marta Kavšek** je doktorirala na področju managementa kakovosti na Fakulteti za organizacijske študije v Novem mestu. Je znanstvena sodelavka Fakultete za zdravstvo Angele Boškin Jesenice, kjer poučuje zdravstveno nego bolnikov s kroničnimi boleznimi - dolgotrajno oskrbo. Njene raziskovalne teme vključujejo upravljanje zdravstvenega varstva, posebno pozornost do oskrbe in dela s starejšimi bolniki in osebami z boleznijsko demenco. Ukarja se s profesionalizacijo in razvojem kakovosti zdravstvenega varstva v visokem šolstvu.

\*\*\*

**David Bogataj** je izredni profesor na Novi Univerzi, kjer je nosilec predmeta Socialna infrastruktura ter nosilec predmeta Maintenance Management na Univerzi v Padovi v Italiji. Prvi doktorat znanosti je prejel na področju prava in upravljanja nepremičnin na Evropski Pravni fakulteti. Na Fakulteti za organizacijske študije v Novem mestu, je doktoriral z disertacijo "Model amortizacije človeških virov". Izvaja raziskave na področju aktuarskega modeliranja, socialne infrastrukture in obvladovanja rizikov v industrijskih sistemih.

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**Marija Ovsenik** je redna profesorica in strokovnjakinja na področju organizacije, ravnanja z ljudmi in socialne gerontologije. Doktorirala je na Fakulteti političnih ved Veljko Vlahović v Sarajevu in na Fakulteti za organizacijske študije v Novem mestu, na Univerzi v Ljubljani pa je opravila specializirano izobraževanje na področju menedžmenta človeških virov v neprofitnih organizacijah. Leta 1996 ji je Ministrstvo za delo, družino in socialne zadeve podelilo nagrado za izjemne uspehe na področju socialnega varstva.

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## Abstract

### Evaluation of the lifestyle and spatial needs of older adults

**Research Question (RV):** Elderly people become dependent on help of others at different ages. The question is, how lifestyle activities during lifetime influence self-sufficiency in old age. That is why we have examined in particular the impact of heavy physical work at the workplace on the age of entering long-term care and which type of dwelling prefer older adults.

**Purpose:** The purpose of the article is to determine whether a lifestyle - especially hard physical work - affects age of entering long-term care. The finding is important in the design of projections of long-term care services and facilities. On the basis of these, we can plan capacities of long term care provision for older adults, the necessary human resources and facilities for ensuring quality care for older adults dependent on the help of others.

**Method:** We surveyed 198 older adults, 100 residents in Slovenian homes for the elderly, and 98 users of homecare. The respondents were classified into different groups by their lifestyle

and in particular studied the type of work they performed in the active age. We used z+4 test to show there are statistically significant differences in age of entry to long term care facilities.

**Results:** We have come up with two important results that arduous physical work significantly affects early entry into institutional care and most of older adults do not want to receive care in their home when they come to a state that they can no longer take care of themselves.

**Organization:** Workers who have performed particularly arduous work become dependent on the help of others much earlier, which is also associated with higher expenditures for long-term care. The article deals with an example of a model for evaluating the differences in actuarial present value of these expenditures, which can be the basis for calculating the insurance premium for occupational long-term care insurance.

**Company:** For the provision of long-term care services, the company should allocate appropriate resources or an appropriate share in GDP.

**Originality:** We demonstrated how through the knowledge of the lifestyle of the population - the impact of arduous physical work influences the age of entering long-term care. With this insight policymakers are can better plan the development of services, facilities, human resources and care networks for older adults dependent on the help of others.

**Limitations / further research:** Given the vulnerability of the population studied, we managed to obtain answers only from a small number of elderly people. Consequently, the estimates of the parameters are worse, but the recently developed with the + 4 test provides a fairly reliable assessment of the diversity of the parameters and shows the importance of the parameters in the planned systems long-term care planning is not yet evident.

**Key words:** long-term care, lifestyle, home care, sheltered housing, institutional care, social welfare institution, decline in functional capacities, assisted living facilities

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## Pojav debelosti in gibalna/športna dejavnost: študija primera

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### Povzetek

**Raziskovalno vprašanje (RV):** Libanon predstavlja del sredozemskih držav, ki sledi sredozemskemu vzorcu prehranjevanja. Sredozemska prehrana je znana kot zdrava z blagodejnim učinkom na zdravljenje srčno-žilnih bolezni ter učinkovita pri hujšanju. Vendar pa se v Libanonu vseeno pojav debelosti povečuje, kar prepisujemo izbiri različnih vrst prehrane od tipične mediteranske do hitre prehrane. Zanimalo nas je kakšno je stanje glede pojava debelosti v Libanonu in v kolikšni meri imajo gibalno/športno dejavni ljudje boljšo telesno obliko, zdravstveno stanje in težav z debelostjo?

**Namen:** Namen je ugotoviti stanje glede pojava debelosti v Libanonu in ugotoviti v kolikšni meri imajo gibalno/športno dejavni ljudje boljšo telesno obliko, zdravstveno stanje in težav z debelostjo. **Metoda:** Raziskavo je vodilo osem registriranih dietetikov, novembra 2016 je bila izvedena pilotna študija ( $n = 50$ ), da bi preverili zanesljivost in veljavnost vprašalnika. Nato je bila opravljena raziskava na vzorcu 514 Libanoncev. Vprašalnik je vseboval 125 spremenljivk in je sestavljen iz demografskih informacij, prehranskih in antropometričnih informacij, življenjskega sloga, zdravstvenih informacij in družinske zgodovine. Izveden je bil hi-kvadrat test.

**Rezultati:** Ugotovljena je bila pomembna razlika pri gibalni/športni dejavnosti v notranjih prostorih in tveganjem za visok krvni tlak, bolečine v križu in migreno/glavobol. Kar se tiče gibalne/športne dejavnosti na prostem, je bila razlika pomembna pri tveganju za kardiovaskularne težave, sladkorno bolezni, holesterolom/trigliceridi, bolečino v križu, edemi, utrujenostjo, migreno/glavobolom in rakom.

**Organizacija:** Rezultati dajejo pomemben vpogled libanonskim nutricionistom in dietetikom, saj jim spoznanja omogočajo povečati njihovo odličnost in kakovost storitev na več ravneh na področju zdravljenja prekomerne telesne mase ter, s preventivnimi metodami, zmanjšati stroške zdravljenja.

**Družba:** Preprečevanje debelosti je priporočljivo z vadbo in dietno terapijo, da zmanjšuje tveganje za zdravstvene težave in povečuje življenjsko dobo.

**Originalnost:** Študija se nanaša na libanonsko družbo in odraža del njihovega življenjskega sloga ter pojasnjuje nekatera vprašanja v zvezi z njihovim zdravstvenim stanjem.

**Omejitve/nadaljnje raziskovanje:** Raziskava se je izvedla na področju Libanona na odraslih osebah. Za nadaljnje študije je treba kot spremenljivko vključiti tudi vrste gibalne/športne dejavnosti v smislu intenzivnosti in števila ur, kar bi omogočilo, da bi študija ugotavljala učinek vadbe na upravljanje telesne mase.

**Ključne besede:** upravljanje telesne mase, standardni protokol, smernice, stroškovna učinkovitost, zdravstvo.

\*\*\*

**Marie Therese Khalil** je registrirana dietetičarka, specializirana za prehrano in menedžment kakovosti. Predava na Libanonsko kanadski univerzi in dela kot strokownjakinja za področje kakovosti na Ministrstvu za gospodarstvo in trgovino v Libanonu. Je članica EFQM ocenjevalcev in ima več objav s področja makro-biologije, prehranskih dopolnil in športne prehrane v lokalnih revijah in časopisih. Ima diplomo iz biokemije in magisterij s področja prehrane in upravljanja živil na Univerzi v Libanonu. Trenutno je doktorska kandidatka na Fakulteti za organizacijske študije v Novem mestu, Slovenija.

\*\*\*

**Maja Meško** je redna profesorica s področja menedžmenta na Fakulteti za management, Univerze na Primorskem. Doktorirala je iz kineziologije. Naslov njene doktorske disertacije je Definiranje nekaterih motoričnih sposobnosti in psiholoških značilnosti slovenskih vojaških pilotov. Njeni raziskovalni interesi vključujejo področja menedžmenta, psihologije v managementu, zdravja na delovnem mestu. Sodelovala je tudi pri različnih projektih. Je avtorica ali soavtorica različnih znanstvenih člankov.

\*\*\*

## Abstract

### Obesity and physical activity: Case Study

**Research Question (RQ):** Lebanon which is part of the Mediterranean countries follows a similar diet pattern but much closer to the Italian one. Mediterranean diet is well known to be healthy and having a protective effect on cardiovascular disease and being effective in weight loss. Some studies relate the increase of obesity in Lebanon to nutritional transition in food choices from the typical Mediterranean diet to the fast food pattern. We were interested in the state of the occurrence of obesity in Lebanon and to what extent do physically active people have a better body shape, health and less obesity problems?

**Purpose:** The purpose is to determine the state of obesity in Lebanon and to determine the extent to which physically active people have a better body shape, health and less obesity problems.

**Method:** The survey was conducted by eight registered dieticians, a pilot study ( $n= 50$ ) was run in November 2016 to check the reliability and validity of the survey. Then a survey was carried out on a sample of 514 Lebanese adults. The questionnaire had 125 variables and was composed of demographic information, dietary and anthropometric information, lifestyle, medical information, and family history. Hi-square test was conducted.

**Results:** A significant difference was found against the indoor physical activity for blood pressure, low back pain and migraine/headache. As for the outdoor physical activities, the difference was significant for cardio-vascular problems related to diabetes, cholesterol / triglycerides, low back pain, edema, fatigue, migraine/headache and cancer. For gardening activities, the medical problems with high significance stand for bloating, fatigue, anxiety, migraine / headache and cellulite.

**Organization:** The results provide significant insights on Lebanese nutritionists and dieticians enabling them to increase their excellence and their quality of service at multiple levels in the field of weight loss therapy, in order to reduce health cost through preventive methods.

**Society:** Prevention is highly recommended through exercise and a diet therapy to reduce the risk of associated problems and increase the life-span in general.

**Originality:** The impact of the study concerns the Lebanese society and reflects a part of their lifestyle and explains some questions regarding their health status.

**Limitations / further research:** The research is conducted among Lebanese adults. For further studies, one should also include types of physical activities in terms of intensity and number of hours.

**Keywords:** weight loss management, standard protocol, guidelines, cost effectiveness, healthcare.

\*\*\*

**Marie Therese Khalil** is a Registered Dieticians, specialized in Food service and Quality Management, who lectures at Lebanese Canadian University and works as a Quality Specialist at the Ministry of Economy and Trade in Lebanon. She is a member of EFQM assessors and has several writings in the domain of Macro-biology, supplements and sports nutrition in local magazines and newspapers. She holds a BS degree in Biochemistry and a MS degree in Nutrition and food service management from the Lebanese University. Currently she is also a PhD candidate in the field of Quality Management at the faculty of organisation studies in Novo mesto, Slovenia.

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**Maja Meško** is a full professor of management at the Faculty of Management, University of Primorska. She received PhD in kinesiology; the title of her doctoral dissertation is Defining certain motor abilities and psychological characteristics of the Slovenian military pilots. Her research interests include the areas of management, psychology in management, occupational health and management. She has also participated in various projects. She authored or co-authored various scientific papers published in professional and academic journals.

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# Škodljivi in koristni vplivi ultravijoličnega sevanja-stališča študentov

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## Povzetek

**Raziskovalno vprašanje (RV):** Kakšna so stališča študentov o škodljivih in koristnih vplivih ultravijoličnega sevanja na človeško kožo in telo?

**Namen:** Namen raziskovanja je bil preučiti stališča študentov o vplivih ultravijoličnega sevanja na kožo in zdravje. Cilj raziskave je, da bi z rezultati raziskave pripomogli k izboljšanju in prenovitvi vsebin v študijskih gradivih.

**Metoda:** Pregled recenzirane strokovne in znanstvene literature z omejitvijo člankov glede na starost, polno besedilo in ključne besede. Na osnovi pregledane literature smo pripravili vprašalnik in izvedli raziskavo. Kot raziskovalni instrument smo uredili anketni vprašalnik, v katerega smo umestili določene trditve z uporabo Likartove lestvice stališč. Pri vsaki trditvi so anketirani lahko izbrali eno od trditev. Za raziskovalni vzorec smo izbrali študente zdravstvene nege od 1. do 3. letnika, ki so se v raziskavo vključili prostovoljno.

**Rezultati:** Večina anketiranih meni, da daljše izpostavljanje sončnim žarkom škoduje koži in zdravju. Nekateri menijo, da je izpostavljanje umetni svetlobi v solarijih varno za kožo. Precejšnjo število pa še ne pozna dobro koristnih vplivov sončenja, na kožo in zdravje.

**Družba:** Za družbo je zelo pomembno, da ustrezno pozna vse vplive ultravijoličnega sevanja na zdravje in kožo in ne samo škodljive. Bodoči zdravstveni delavci morajo biti dovolj ozaveščeni in usposobljeni za korektno zdravstveno vzgojno dejavnost v lokalnem in širšem okolju.

**Originalnost:** Pristop s pilotno študijo.

**Omejitve/nadaljnje raziskovanje:** Predlagamo ponovitev raziskave na bistveno večjem vzorcu z, vključitvijo vseh slovenskih visokošolskih ustanov zdravstvene smeri,

**Ključne besede:** kožni rak, kožne bolezni, sonce, študenti, izobraževanje.

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**Robert Sotler** je po poklicu diplomirani zdravstvenik, magister javnega zdravja in absolvent doktorskega študija na Fakulteti za organizacijske študije Novo mesto. Ima 35 let delovnih izkušenj, od tega več kot 20 v zdravstvu. Več kot 8 let je zaposlen kot višji predavatelj na Univerzi v Ljubljani- Zdravstveni fakulteti.

\*\*\*

## Abstract

# Harmful and Beneficial Effects of Ultraviolet Radiation – the Students' Viewpoint

**Research Question (RQ):** What are the viewpoints of students about the harmful and beneficial effects of ultraviolet radiation on the human skin and body?

**Purpose:** The purpose of the research was to study viewpoints of students on the effects of ultraviolet radiation on human skin and general health. The aim of the research is to contribute to the improvement and recasting of content in the study materials with the research results.

**Method:** The complete overview of reviewed professional and scientific literature by limiting articles according to date, full text and keywords. Based on the reviewed literature, we prepared a questionnaire and conducted a survey. A survey questionnaire containing certain claims using the Likart rankings was used as a research instrument. There were multiple options for each of the claims, but the respondents were able to choose only one of them. The research sample included Health sciences students from the 1st to the 3rd year, who participated in the survey on a voluntary basis.

**Results:** Most participants believe that prolonged sun exposure can damage the skin and general health. Some consider exposure to artificial light in solariums to be safe for the skin. A significant number of participants is not yet familiar with the beneficial effects of sunbathing on skin and health.

**Society:** It is very important for the society to be wholly aware of all the effects of ultraviolet radiation on health and skin, not only the harmful ones. Future health professionals need to be sufficiently informed and properly trained to carry out Health Education Activities in local as well as broad environment.

**Originality:** A pilot study approach.

**Limitations / further research:** We suggest that the research be repeated on a significantly larger sample with the inclusion of all Slovenian higher education institutions in the field of health sciences.

**Keywords:** skin cancer, skin diseases, the sun, students, education.

\*\*\*

**Robert Sotler** holds a Master's degree in Public health and is a PhD student at the Faculty of Organizational Studies in Novo mesto. He has 35 years of working experience, of which more than 20 in health care. He is a senior lecturer at the University of Ljubljana, Faculty of Health Sciences, where he has been teaching for more than eight years.

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## Protislovja in perspektive ohranjanja identitete grško-katolikov na področju Slovenije

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### Povzetek

**Raziskovalno vprašanje (RV):** Ali se bo grško-katoliška skupnost obdržala kot avtohtona manjšina v Sloveniji? V času multikulture globalizacije se postavlja vprašanje ali bodo majhne skupine preživele. Tukaj mislim predvsem na nacionalne in verske manjštine. V času liberalnega kapitalizma, kjer ljudje hlastajo samo po lastnih interesih se izgublja skoraj vsakršna pripadnost določeni skupini oziroma manjšini. In se zato bojim, da bodo prevladovali predvsem višji interesi (ekonomski), pred lastno pripadnostjo po veri in nacionalni identiteti, ker ozko gledano od tega nimamo dobička, in imamo le obveznosti. Zato so manjštine še toliko bolj ogrožene saj gre za nekaj več kot je ekonomska korist, po drugi strani se pa ne da unovčiti.

**Namen:** Grško-katoliško manjšino, ki je na robu preživetja poskušati identificirati kot manjšino. Tako versko, kot nacionalno identitetom. Spoznati to skupino ljudi in kakšne so perspektive za te ljudi.

**Metoda:** Kvantitativne in kvalitativne raziskave.

**Rezultati:** V zaključku bomo interpretirali in sintetizirali rezultate kvantitativne in kvalitativne raziskave in izdelali predlog aktivnosti in ukrepov, ki bi prispevali k ohranitvi identitete skupnosti grško-katolikov v Beli krajini.

**Organizacija:** Z znanjem o grško-katoliški manjšini bomo lahko izkoristili njihove prednosti, ki jih imajo predvsem v tem, da so a-politični in po drugi strani lahko pripadniki nacionalnih držav v kateri živijo. Saj je to lahko prednost, da niso obremenjeni z nacionalno identitetom in tudi versko, saj so manjšina in tako veliko bolje prilagodljivi okolici kjer živijo.

**Družba:** Prednost manjštine je v tem, da se lahko zlige z večino, še vedno pa lahko vzdržuje lastno identiteto. Pri grško-katoliški manjšini je še to toliko bolj poudarjeno, saj nima svoje klasične nacionalne identitete in verska skupnost je izjemno majhna, da nikogar ne ogroža. Še vedno pa je različno od lokalnega prebivalstva, da lahko v tem črpa svojo originalnost in posebnost.

**Originalnost:** Upam si trditi, da je grško-katoliška manjšina najbolj posebna skupnost v Sloveniji. Sama verska pripadnost je na slovenskem izredno majhna. Še bolj pa izstopa nacionalne identitetata, saj ni dokončno dorečena.

**Omejitve/nadaljnje raziskovanje:** Morda, največje omejitve, bi pripisal temu, da so se nekateri pripadniki manjštine že zlili z avtohtonim prebivalstvom nekateri pa se naturalizirali kot grško-katoliki.

**Ključne besede:** manjšina, nacionalna identiteta, verska skupnost, pripadnost manjšini, asimilacija

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Tomas Šajatovič je zaposlen v podjetju Kolpa. Njegov glavni interes je zanimanje multikulture povezanosti ljudi in vpliv globalizacije na multikulturalnost.

\*\*\*

## Abstract

# Contradiction and perspectives of preserving the identity of Greek-Catholics in the area of Slovenia

**Research Question (RQ):** Will the Greek-Catholic community be retained as an indigenous minority in Slovenia?

During multicultural globalisation, the question arises whether small groups will survive. Hereby I mean mostly the national and religious minorities. In the time of liberal capitalism, where people only strive for their own interests they are losing almost any affiliation to a particular group or minority. And therefore I am afraid that higher interests will prevail (economic), before their own affiliation to faith and national identity, because strictly speaking we have no profit from this, we have only obligations. Therefore, minorities are compromised even further, since it is about more than only economic profit and on the other hand it cannot be redeemed.

**Purpose:** Attempt to identify the Greek-Catholic minority, who is on the brink of extinction, as a minority. The religious as well as national identity. To get to know the group of people and identify their perspective.

**Method:** Quantitative and qualitative research.

**Results:** In conclusion, we will interpret and synthesize the results of quantitative and qualitative research and produce a proposal for activities and measures that would contribute to preserving the identity of the Greek-Catholic community in Bela Krajina.

**Organization:** With the knowledge of the Greek Catholic minority, we will be able to exploit their strengths, especially in that they are apolitical and on the other hand may be the members of the national countries in which they live. The fact that they are not burdened with the national identity or religion and therefore far more adaptable to their surroundings is an advantage.

**Society:** The advantage of the minority is that it can assimilated with the majority, but can still maintain its own identity. In The Greek-Catholic minority this is much more emphasised, since it does not have its own classical national identity and the religious community is extremely small so as not to threaten anyone. It is still different from the local population so that it can draw its originality and specificity from this.

**Originality:** I dare to claim that the Greek-Catholic minority is the most special community in Slovenia. The religious affiliation itself is very small in Slovenia. The national identity stands out even more, as it is not finally defined.

**Limitations / further research:** Perhaps the greatest limitation would be attributed to the fact that some minority members have already been assimilated with the indigenous populations and some have naturalized themselves as Greek Catholics.

**Keywords:** minority, national identity, religious community, minority affiliation, assimilation.

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**Tomas Šajatovič** is employed in the Kolpa Company. His main interests are the multicultural connections of people and the influence of globalization on multiculturalism.

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## Sistemski korporativni coaching- študij primera velikega podjetja

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### Povzetek

**Raziskovalno vprašanje (RV):** Korporativni coachi trenirajo ekipo v veliki organizaciji, s poudarkom na skupini podjetij in viziji podjetja, poslanstvu, vrednotah in strategiji. Sistemski korporativni coaching je proces, ki se hkrati nanaša na veliko skupino ključnih igralcev (petdeset, sto ali več udeležencev). Osredinja se na doseganje hitrih rezultatov v ključnih korporativnih spremembah in / ali tranzicijah. Vodja organizacije in izvršilna ekipa aktivno sodelujejo v sistemskem procesu korporacijskega coachinga. Sistemski korporativni coach (in skupina coachev) spremišča sisteme deležnikov, medtem ko aktivno spremiščajo sistem kolektivnega prepričanja, njihove aktivne načine delovanja. Sistemski korporativni coaching se lahko nanaša na mednarodne podružnice, glavne oddelke, oddelke ali enote in pogosto vključuje delo v "strateških" transverzalnih in medkulturnih projektnih skupinah. Na osnovi postavljenih teoretičnih izhodišč postavljamo tezo, da na sistemskem korporativnem coachingu temelječe podjetje preoblikuje ključne proizvodne procese podjetja, ki določajo, kako korporacija izvajajo spremembe.

**Namen:** Namen raziskave je na primeru iz prakse, z modelom razvoja za veliko korporacijo, opisati program poteka sistemskega kariernega coachinga. Cilj raziskave je spoznati uporabo posebne baze coaching orodij in strategij, zasnovanih za določeno poslovno področje. Predstavili bomo, kako se ukvarjati s temami, kot so upravljanje sprememb, konflikt ekipe, določanje ciljev oddelka, določanje posameznih ciljev.

**Metoda:** Metodologija raziskovanja teoretičnega sklopa temelji na splošni raziskovalni metodi spoznavnega procesa, s pomočjo katere so bila zbrana dejstva, podatki in informacije o opredelitvah, pojavih in elementih preučevanega področja razvoja sistemskega korporacijskega coachinga v velikem podjetju, pri čemer pa empirično-raziskovalni del prispevka temelji na razlagalni raziskovalni študiji primera iz prakse družbe ABC.

**Rezultati:** Rezultati sestojijo iz treh vsebinskih poglavij. Prvo opredelimo koncept sistemskega korporativnega coachinga. V drugem predstavimo model razvoja sistemskega korporativnega coachinga. V zadnjem poglavju predstavimo študijo družbe ABC in potek sistemskega korporativnega coachinga. Prikažemo metodologijo kvalitativnega raziskovanja, študijo primera od predstavitve družbe do ugotovitev študije o razvoju sistemskega korporativnega coachinga v pričujoči družbi. V treh dneh korporativni coaching hitro in učinkovito ustvari uspešen izvedbeno orientiran dogovor med 50-80 ključnimi igralci podjetja.

**Organizacija:** Korporativni coaching pomaga osredinjiti svoje vrhunske vodstvene ekipe, da uspejo premagati izzive in izvajati pomembne korporacijske prehode. Korporativni coaching lahko pomaga k oblikovanju boljših komunikacijskih sistemov in pretoka med sistemi, služi tudi za boljše orkestriranje in spremljanje vseh strateških in operativnih srečanj organizacije v celovitem sistemu. Rezultat so merljivi rezultati in veliko boljši sestanki.

**Družba:** Za izboljšanje učinkovitosti podjetja lahko korporativni coaching služi tudi za hitro optimizacijo operativnih povezav znotraj in med oddelki, oddelki, skupinami in ljudmi, na mednarodni in medkulturni ravni ter z okoljem.

**Originalnost:** Inovativni korporativni coaching pomaga pri razvoju podjetniške voditeljske kulture, ki je usmerjena v doseganje izrednih rezultatov. Model sistemskega korporativnega coachinga je inovacija na področju organizacijskega delovanja v velikih podjetjih ter uporabe umetnosti in znanosti o coachingu.

**Omejitve/nadaljnje raziskovanje:** Študij primera velikega podjetja je omejen na eno podjetje. Nadaljnje raziskovanje se lahko nanaša na mednarodne podružnice, glavne oddelke, oddelke ali enote in lahko vključuje delo v "strateskih" transverzalnih in medkulturnih projektnih skupinah.

**Ključne besede:** sistemski coaching, korporativni coaching, študij primera, veliko podjetje, mednarodne podružnice, korporativno upravljanje, organizacija, vodenje, inovacije.

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**Marija Turnšek Mikačić** je doktorica znanosti in docentka menedžmenta kakovosti na Fakulteti za organizacijske študije FOŠ Novo mesto, univ. diplom. ekonomistka in mag.znanosti s področja poslovne politike in organizacije na Ekonomski fakulteti v Ljubljani, vodja službe za tržne raziskave in razvoj kozmetike v tovarni Lek, direktorica sektorja za plan in analize pri podjetju ČGP Delo, sekretarka zbora združenega dela Skupštine Republike Slovenije, sekretarka Državnega sveta Republike Slovenije. Predava na Fakulteti za organizacijske študije Foš Novo mesto predmeta Podjetništvo in Karierno načrtovanje, na Višji šoli za upravljanje podeželja Grm Novo mesto predmet Ekonomika in management podjetij, na Visoki šoli za upravljanje podeželja, Grm Novo mesto predmete: Dodatne in dopolnilne dejavnosti na podeželju, Upravljanje prostora in Ekonomika, je NLP praktik™, NLP mojster praktik™, NLP trener INLPTA™, NLP coach™, vodi certificirano šolo kariernega coachinga, avtorica knjige Karierno načrtovanje- kako najdeš v sebi skriti zaklad, vrste strokovnih člankov in publikacij, mentorica študijskih krožkov.

\*\*\*

## Abstract

### **Systemic Corporate Coaching – Large Company Case Study**

**Research Question (RQ):** Corporate coaches train teams in large organisations, focusing on the companies' group, vison, mission, values and strategy. Systemic corporate coaching is a process that at the same time includes a large group of key players (fifty, one hundred or more participants). Its objective is to achieve quick results in key corporate changes and/or transitions. The head of the organisation and the executive team actively cooperate in the systemic process of corporate coaching. Systemic corporate coaches monitor the systems of stakeholders while they actively change the collective beliefs and their active modes of operation. Systemic corporate coaching can be applied to international subsidiaries, divisions, departments or units, and it includes working in 'strategic' transversal and intercultural project teams. Based on the set theoretical basis, we hypothesise that a company based on systemic corporate coaching transforms its key production processes, which determines how a corporation implements changes.

**Purpose:** The purpose of the study was to describe the process of a systemic career coaching programme on a practical example, using the development model in a large corporation. The objective of the study was to show the use of special coaching tools and strategies developed for a specific business field. We will present how to deal with fields like change management, team conflicts, department target setting, and setting individual objectives.

**Method:** The study methodology of the theoretical part was based on the general research method called familiarisation process, based on which we gathered known facts, data and information on definitions, phenomena and elements of the studied field – development of

systemic corporate coaching in a large company. The empirical/research part of the study, on the other hand, was based on an explanatory research case study of the company ABC.

**Results:** The results include three substantive chapters. First, we defined the concept of systemic corporate coaching. In the second chapter, we presented the development model of the systemic corporate coaching. Finally, we presented the case study of the company ABC and the process of systemic corporate coaching. We showed the methodology of qualitative research and the case study from the presentation of the company to the findings of the study on the development of systemic corporate coaching in the mentioned company. In three days, corporate coaching quickly created an implementation-based agreement between 50–80 key players of the company.

**Organization:** Corporate coaching helps top management teams to focus on overcoming their challenges and perform important corporate transitions. It can be used to form better communication systems and flows between systems, and it can improve management and monitoring of all strategic and operative meetings of an organisation in a comprehensive system. We can achieve measurable results and significantly better meetings.

**Society:** To improve the efficiency of the company, corporate coaching can be used for a quick optimisation of operative connections within and between divisions, departments, teams and people, both on an international and intercultural level, and in relation to the environment.

**Originality:** Innovative corporate coaching helps develop a business leadership culture that is focused on achieving outstanding results. The model of systemic corporate coaching is an innovation in the field of organisational operation in large companies and uses the art and science of coaching.

**Limitations / further research:** The case study of a large company is limited to one company. Further research can be applied to international subsidiaries, divisions, departments or units, and it can include working in ‘strategic’ transversal and intercultural project groups.

**Keywords:** systemic coaching, corporate coaching, case study, large company, international subsidiaries, corporate management, organisation, management, innovation.

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**Marija Turnšek Mikačić**, She holds a Doctorate in Quality Management and acts as an assistant professor at the Faculty of Organisation Studies (FOŠ) in Novo Mesto; she is a university graduate in Economics, she received her Master of Science degree in Business Policy and Organisation Sciences at the Faculty of Economics in Ljubljana; she is the head of the market research department and cosmetics development at the Lek pharmaceutical company, the director of the planning and analysis sector at the ČGP Delo publishing company, a secretary at a Board at a National Assembly of the Republic of Slovenia and a secretary of the National Council of the Republic of Slovenia. She is a lecturer at the Faculty of Organisation Studies (FOŠ) in Novo Mesto of the following subjects: Entrepreneurship and Career Planning: a lecturer at the Landscape Governance Higher Education Institution GRM in Novo Mesto of the following subjects: Economics and Company Management: a lecturer at the Landscape Governance College GRM in Novo Mesto of the following subjects: Supplementary Landscape Activities, Space Management and Economics. She is a NLP Practitioner™, NLP Master Practitioner™, NLP INLPTA Coach™, NLP Coach™ and she manages a certified institution of career coaching; she is an author of the following book: karierno načrtovanje- kako najdeš v sebi skriti zaklad (*Career Planning – how to Find a Hidden Treasure Within*) and numerous professional articles and publications, and acts as a mentor of study societies.

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## Analiza varnosti v cestnem prometu v Sloveniji leta 2018

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### Povzetek

**Raziskovalno vprašanje (RV):** Kakšna je bila varnostna situacija v cestnem prometu v Sloveniji leta 2018?

**Namen:** Posledice prometnih nesreč so materialna škoda, poškodbe in smrtne poškodbe. Namer raziskave je ugotoviti, kakšna je ogroženost posameznih tipov udeležencev v cestnem prometu in kakšna je njihova vloga v prometnih nesrečah.

**Metoda:** Uporabljeni so sekundarni podatki prometne varnosti Ministrstva za notranje zadeve za leto 2018.

**Rezultati:** Pešci in vozniki motornega kolesa so v cestnem prometu najbolj ogroženi.

**Organizacija:** Rezultati bodo v pomoč ukrepanju Ministrstva za notranje zadeve.

**Družba:** Povečanje prometne varnosti pomeni manjše družbene stroške zaradi nesreč.

**Originalnost:** Raziskava je pomembna za povečanje varnosti v cestnem prometu.

**Omejitve/nadaljnje raziskovanje:** Uporabljeni so samo podatki za leto 2018.

**Ključne besede:** promet, prometna varnost, nesreča, telesna poškodba, smrtna poškodba.

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**Franc Brcar** je univerzitetni diplomirani inženir strojništva, magister informacijsko-upravljavskih ved in doktor menedžmenta kakovosti. Dalj časa je bil zaposlen v večjem avtomobilskem podjetju. Na začetku je delal kot specialist na področju operacijskih sistemov in baz podatkov. Sledilo je delo na področju uvajanja in vzdrževanja sistemov za računalniško konstruiranje in ERP rešitev. V zadnjem obdobju se raziskovalno ukvarja z menedžmentom, menedžmentom informacijskih tehnologij, menedžmentom poslovnih procesov, inovativnostjo in kakovostjo.

Je predavatelj na več fakultetah na visokošolski, magistrski in doktorski stopnji. Izvaja individualne konzultacije in organizira seminarje za skupine iz statistike (R, SPSS, SAS, Lisrel, ...), analize kvalitativnih podatkov (ATLAS.ti) in pisanja strokovnih in znanstvenih del (kvalitativne in kvantitativne raziskovalne metode, Word, Excel, PowerPoint, Windows, linux, ...).

\*\*\*

## Abstract

### The analysis of road safety in Slovenia in 2018

**Research Question (RQ):** What was the road safety situation in Slovenia in 2018?

**Purpose:** The consequences of road accidents are material damage, injuries and fatal injuries. The aim of the research is to determine the threats of individual types of road users and their role in road accidents.

**Method:** Secondary road traffic safety data of the Ministry of Interior for 2018 are used. The quantitative data are analysed with frequency statistics.

**Results:** Pedestrians and motorcyclists are most at risk in road traffic.

**Organization:** The results will help the Ministry of the Interior to act.

**Society:** Increasing traffic safety means lower social costs due to road accidents.

**Originality:** The survey is important for increasing road safety.

**Limitations / further research:** Only data for 2018 are used.

**Keywords:** traffic, traffic safety, accident, bodily injuries, fatal injuries.

\*\*\*

**Franc Brčar** is a university graduate in engineering (B.Sc. in Engineering), received his Masters of Science in Informational and Management sciences (M.Sc.) and his PhD in Quality Management. He has had extensive experience working for a major automobile company. He has worked as a specialist in the field of operational systems and databases as well as worked in the introduction and maintenance of systems for computer construction and ERP solutions. Recently he has been examining management, management of IT systems, management of business processes, and management of innovations and quality.

He is an assistant professor at several faculties at the Bachelor, Master's and PhD level. He is a tutor for research methodology courses, tutor for statistical analysis, conducting workshops on statistical programs (R, SPSS, SAS, Lisrel, ... ), data coding and data analysis (ATLAS.ti), writing scientific and professional research papers and articles (Qualitative and Quantitative Research Methodologies, Word, Excel, PowerPoint, Windows, linux, ... ).

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## Pomen družbene odgovornosti v procesu upravljanja z dizajnom

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### Povzetek

**Raziskovalno vprašanje (RV):** V prispevku smo proučili pomen koncepta družbene odgovornosti pri upravljanju oblikovalskih procesov, saj družba vse bolj priznava potrebo po trajnostnih proizvodih in družbeno odgovornih storitvah. Pri tem smo definirali raziskovalno vprašanje in sicer na kakšen način dejavniki družbene odgovornosti vplivajo na dizajnerski proces.

**Namen:** Namen prispevka je ugotoviti značilnosti in vpliv družbeno odgovornih praks v procesih upravljanja z dizajnom, da bi spodbudili družbeno odgovorne oblikovalske rešitve. Cilj prispevka je proučiti proces upravljanja z dizajnom v kontekstu družbene odgovornosti.

**Metoda:** Izvedli bomo kvalitativno raziskavo in sicer študijo predvsem tuje strokovne literature, s poudarkom na analizi raziskav tujih avtorjev. Uporabili bomo naslednje metode raziskovanja: metodo deskripcije, komparacije, povzemanja, kompilacije ter metodo analize.

**Rezultati:** Na podlagi študije literature in raziskav z obravnavanega področja smo povzeli ključne ugotovitve ter odgovorili na postavljeno raziskovalno vprašanje.

**Organizacija:** Raziskava bo uporabna za menedžerje v tistih organizacijah, kjer je dizajn prepoznan kot dragoceno orodje za doseganje strateških ciljev in konkurenčnih prednosti. Spoznanja raziskave bodo lahko nadaljnja priporočila za uvajanje družbeno odgovornih konceptov v procesu dizajn managementa, saj vodenje tovrstnih projektov zahteva upoštevanje ne le gospodarskih, temveč tudi družbenih in okoljskih ter kulturnih vidikov tega procesa.

**Družba:** Raziskava se bo nanašala na opredelitev dejavnikov družbene odgovornosti pri vodenju oblikovalskih procesov ter na njihov vpliv na družbo kot celoto.

**Originalnost:** Aktualnost izbrane tematike se izkazuje v vedno večjem zavedanju, da dizajn ni le nekaj lepega in na pogled privlačnega temveč je lahko sredstvo za izboljšanje kakovosti življenja in življenjskih pogojev. Originalnost raziskave se kaže predvsem v osredinjenju na proces družbene odgovornosti ter njen vpliv na oblikovalski proces.

**Omejitve/nadaljnje raziskovanje:** Omejili se bomo na podobne raziskave, ki so že bile izvedene na tem področju. Nadaljnje raziskovanje bi lahko še bolj podrobno obravnavalo posamezne dejavnike družbene odgovornosti v odnosu do oblikovanja, kar bi celostno zaokrožilo raziskovanje področja.

**Ključne besede:** dizajn, dizajn management, družbena odgovornost, organizacije, upravljanje, trajnostni razvoj, inovativnost

\*\*\*

**Veronika Gruden** je magistrirala na področju kadrovskega managementa na Fakulteti za družbene vede, Univerze v Ljubljani. Zaposlena je na Fakulteti za dizajn, pridruženi članici UP, kjer je odgovorna za področje upravljanja s kakovostjo ter predstojnica katedre za dizajn management. Je doktorska študentka Fakultete za organizacijske študije v Novem mestu.

\*\*\*

## Abstract

# The Importance of Social Responsibility in the Process of Design Management

**Research Question (RQ):** The article shall examine the importance of the concept of corporate social responsibility in the management of design processes, as society increasingly recognizes the need for sustainable products and socially responsible services. In the article we will answer the question as how the factors of social responsibility influence the design process.

**Purpose:** The purpose of this paper is to identify the characteristics and impact of socially responsible practices in design management processes in order to promote socially responsible design solutions. The aim of the paper is to examine the design management processes in the context of social responsibility.

**Method:** A qualitative survey will be conducted, namely, a study of foreign professional literature with an emphasis on the analysis of research written by foreign authors. We will use the following methods of research: the method of description, comparison, summation, compilation and the method of analysis.

**Results:** Based on the study of literature and research from the subject area, the article shall examine the raised research question.

**Organization:** The research will be useful for managers in those organizations where design is recognized as a valuable tool for achieving strategic goals and competitive advantages. The findings of the research can be considered as further recommendations for the introduction of socially responsible concepts in the design management processes, since the management of such projects requires taking into account not only the economic but also social, environmental and cultural aspects of this process.

**Society:** The research will address the definition of factors of social responsibility in the design management processes and their impact on society as a whole.

**Originality:** The relevance of the selected topic is reflected in the growing awareness that design is not just something beautiful and appealing, but can be a mean of improving the quality of life and living conditions. The originality of the research is mainly reflected in the focus on the process of social responsibility and its impact on the design process.

**Limitations / further research:** The study will be confined to similar research that has already been carried out in this field. Further research could address individual factors of social responsibility in relation to design, which would complete the field research comprehensively.

**Keywords:** design, design management, social responsibility, companies, management, sustainability, innovation

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**Veronika Gruden** received her master's degree in Human Resources at the Faculty of Social Sciences, University of Ljubljana. She is employed at the Faculty of design, Associated member of University of Primorska, where she is responsible for the field of quality assurance and she is the Head of the Department for Design Management. She is a doctorate student at the Faculty of organisation studies in Novo mesto.

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## Problematika socialnega dialoga pri gospodarjenju z naravnimi viri

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### Povzetek

#### Raziskovalno vprašanje (RV):

1. Ali se družbeno odgovorno izvaja socialni dialog pri gospodarjenju z naravnimi viri ?
2. Ali družba razume razlike med pojmi-varovanje, izkoriščanje in so-upravljanje pri ravnanju z naravnimi viri in okoljem?

**Namen:** Ugotoviti, ali socialni dialog uspešno prispeva h gospodarjenju z naravnimi viri in ali ga deležniki sploh razumejo kot pravico in kot učinkovito orodje za visok ekološki standard.

**Metoda:** Triangulacija, pregled zakonodaje v EU in Sloveniji ter vprašalnik za deležnike v nadaljnji raziskavi .

**Rezultati:** Raziskava je še v teku in je del vsebine doktorske naloge.

**Organizacija:** Odnos do razvitega ekosistema gozda je nastajal od sovražnega nekoč, do prijateljskega danes, zato vključevati organizacijo v soupravljanje z naravnimi viri, ne le v varstvo.

**Družba:** Zakona o varstvu okolja in narave ne vsebujeta izraza "soupravljanje." Rabimo okoljsko ozaveščeno in dejavno družbo in udejanjanje pojma "soupravljanja naravnih virov".

**Originalnost:** Razločitev pojmov: izkoriščanje, varovanje in so-upravljanje naravnih virov ter avtopoiesis. Spodbujanje zavestnega družbenega vključevanja v upravljanja naravnih virov.

**Omejitve/nadaljnje raziskovanje:** Omejitve raziskave na ekosisteme, biosfero, gozdarstvo, žive naravne vire, organizacijsko kulturo in vedenje...

**Ključne besede:** naravni viri, gozdarstvo, so-upravljanje , varovanje narave, izkoriščanje narave, socialni dialog, družbena odgovornost, avtopoiesis.

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**Iztok Vrščaj** se po končani gimnaziji v Celju vpše na študij gozdarstva v Ljubljani in diplomira iz gozdarstva leta 1988 na gozdarski fakulteti (Sumarski fakultet) v Zagrebu s področja hudourništva. Na isti fakulteti leta 2012 konča znanstveni magisterij na temo vrednotenja socialnih funkcij primestnih gozdov Mestne občine Maribor. Na fakulteti za organizacijske študije (FOŠ) pripravlja doktorsko disertacijo na temo razvoja modela gozdarstva za Slovenijo. Dejavno je sodeloval na znanstveni konferenci NPOT leta 2017 in 2018. Strokovno je delal na urejanju hudournikov v Posočju, kratek čas v turizmu, v šolstvu, trenutno pa je zaposlen na Zavodu za gozdove Slovenije. Deloval je tudi na področju stikov z javnostjo v delovnem času, sestavljal scenarije za dokumentarna filma gozdarske vsebine, v prostem času pa je sodeloval in tudi vodil pogovorne oddaje na TV. Trenutno se poglablja v organiziranost gozdarstva.

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## Abstract

# The problem of socially responsible dialogue in management of natural resources

### Research Question (RQ):

1. Is the social dialogue in management of natural resources being conducted responsible?
2. Does the society understand the difference between the terms protection, exploitation and co-management in the use of natural resources and environment?

**Purpose:** The aim is to establish whether the social dialogue contributes effectively to the management of natural resources and whether the stakeholders understand it as a right and as an effective tool of high ecological standard.

**Method:** Triangulation, review of the EU and Slovenian legislation and a questionnaire for the stakeholders in further research.

**Results:** The research is being carried out and is a part of the doctoral dissertation.

**Organization:** The attitude towards developed forest ecosystem has evolved from once hostile to friendly today, therefore it is not only necessary to include organisation into protection but also into co-management of natural resources.

**Society:** The acts on environmental and nature protection do not contain the term “co-management”. We need environmentally conscious and active society as well as the implementation of the term “co-management of natural resources”.

**Originality:** Term definition: exploitation, protection and co-management of natural resources and autopoiesis. Promotion of conscious integration of the society into management of natural resources.

**Limitations / further research:** The study is limited to ecosystems, biospheres, forestry, living natural resources, organisational culture and behaviour...

**Keywords:** natural resources, forestry, co-management, nature protection, nature exploitation, social dialogue, social responsibility, autopoiesis.

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**Iztok Vrščaj** has finished high school in Celje (Slovenia) and had continued by studying forestry in Ljubljana and afterwards graduating in forestry in 1988 on the Faculty of Forestry in Zagreb in the field of torrenting. At the same faculty he completed scientific Master of Science on the topic The evaluation of the social functions of suburban forests of the Municipality of Maribor. At the Faculty of Organizational Studies (FOS) Iztok Vrščaj is preparing a doctoral thesis on the topic The forestry development model for Slovenia. He actively participated at the scientific conference NPOT in 2017 and 2018. In his professional work he has dealt with regulation of torrents in Posočje region, short time period was working with tourism and he was active in education. Currently is employed at the Slovenian Forest Institute. He has also operating in the field of Public relations, like the part of his work, composed the scripts for documentary films related to forestry. In his spare time he participated and guided talk shows on TV. Currently he is engaged towards Organization of forestry.

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## Kazalniki v okviru presoje vzdržnosti upravljanja s pitno vodo v slovenskih občinah

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### Povzetek

**Raziskovalno vprašanje (RV):** Upravljanje s pitno vodo postaja vse večji izziv tako zaradi omejenosti naravnega vira kot naraščajočega povpraševanja po vodi, neenakomerne razporejenosti vodnih virov in izčrpavanja vodonosnikov, vse pogostejših pojavov vodnega stresa, v zadnjem času pa predvsem zaradi vse hitrejših podnebnih sprememb. Kompleksnost je značilna za vse ravni – od lokalne sredine, regijskega in državnega nivoja do globalne skupnosti. V prispevku se bomo osredotočili na lokalne skupnosti v Sloveniji ter poskušali odgovoriti na vprašanje, s katerimi kazalniki je mogoče meriti vzdržnost upravljanja gospodarske javne službe (GJS) oskrbe s pitno vodo v večjih slovenskih občinah.

**Namen:** Vzdržno upravljanje z vodnimi viri (in pitno vodo) je v določeni meri nejasen pojem, zato je potrebno opredeliti upravljanje s pitno vodo v kontekstu vzdržnega (trajnostnega) razvoja in uporabiti praktični pristop ter oblikovati uporabni model, ki omogoča oceno vzdržnosti upravljanja s pitno vodo v slovenskih občinah. To zahteva ustrezен okvir kazalnikov, ki opisuje in sporoča trenutno stanje ter zagotavlja podatke upravljanja s pitno vodo ter omogoča ukrepanje in prispeva pomembne informacije v procesih odločanja. V ta namen bomo oblikovali sestavljeni indeks vzdržnega upravljanja s pitno vodo, ki bo vseboval kazalnike z okoljsko, gospodarsko, družbeno ter institucionalno razsežnostjo vzdržnega (trajnostnega) razvoja. Kazalniki bodo temeljili na petdelnem okviru presoje, t. i. okviru DPSIR, ki vključuje gonalne sile (D), obremenitve (P), stanja (S), vplive (I) in odzive (R). Sestavljeni indeks vzdržnega upravljanja s pitno vodo z naborom posameznih kazalnikov bo končni cilj raziskave.

**Metoda:** Raziskava bo temeljila na pregledu strokovne in znanstvene literature ter primerjalni analizi člankov tujih avtorjev. Pri raziskovanju bomo uporabili metodo komparacije, povzemanja, kompilacije ter metodo analize.

**Rezultati:** Na podlagi preučevane literature in raziskav na obravnavanem področju bomo opredelili sestavljen indeks vzdržnega upravljanja s pitno vodo, in sicer z obvladljivim številom kazalnikov, pri tem pa odgovorili na raziskovalno vprašanje.

**Organizacija:** Rezultati raziskave so uporabni za lokalne skupnosti, izvajalce GJS oskrbe s pitno vodo in odločevalce v sektorski politiki, oblikovalce ukrepov, nevladne organizacije in širšo javnost. Lastniki komunalne infrastrukture (občine) so na ta način seznanjeni z odgovornostjo in pomembnostjo upravljanja naravnih virov, s potrebnim nadzorom in strateškim razvojem. Izvajalce GJS oskrbe s pitno vodo pa se lahko na osnovi rezultatov (ocene) usmerja v prepoznavanje pomembnih vplivov in odzivov na okolje in s tem na tiste naravne vire, ki jih lahko z vzdržnim upravljanjem ohranjajo.

**Družba:** Rezultati raziskave so uporabni za širšo javnost, saj je področje upravljanja s pitno vodo neločljivo povezano s celotno družbo in z vsakim posameznikom.

**Originalnost:** Z identifikacijo ključnih kazalnikov in presojo v okviru DPSIR je zagotovljeno hitrejše vrednotenje učinkov ter vključenosti vzdržnostnih načel pri upravljanju s pitno vodo. Poudarek je namenjen sodelovanju javnosti in vseh institucionalnih oblik organizirane družbe

na področju upravljanja in ravnanja s pitno vodo. Uporaba sestavljenega indeksa vzdržnega upravljanja s pitno vodo omogoča primerjalno presojo, ki lahko praktično potrdi vzdržnost upravljanja s pitno vodo in s tem prispeva k učinkovitosti in vzpostavitvi večjega zaupanja med lokalno skupnostjo in izvajalcem GJS oskrbe s pitno vodo.

**Omejitve/nadaljnje raziskovanje:** Raziskava je osredotočena na slovenske občine, enako raziskavo pa bi bilo umestno narediti tudi z izvajalci GJS oskrbe s pitno vodo.

**Ključne besede:** vzdržnost (trajnost), upravljanje s pitno vodo, kazalniki, lokalne skupnosti (občine), okvir DPSIR.

\*\*\*

**Mihaela Rudar Neral** je doktorandka študijskega programa Menedžment kakovosti na Fakulteti za organizacijske študije v Novem mestu, magistrirala je iz študijskega programa Medkulturni menedžment na Fakulteti za uporabne družbene študije v Novi Gorici, diplomirala na Ekonomsko poslovni fakulteti v Mariboru. Zaposlena je v komunalnem in gradbenem podjetju Kostak v Krškem kot analitik poslovnih procesov. Pri svojem delu je usmerjena v kakovost življenja, na delovnem področju preučuje kakovost storitev na področju dejavnosti oskrbe s pitno vodo, v okviru analize poslovnih procesov pa se posveča zanesljivosti in prilagodljivosti gospodarskih javnih služb, ki zagotavljajo storitev v okviru služb varstva okolja. Na Fakulteti za organizacijske študije (FOŠ) pripravlja doktorsko disertacijo s področja vzdržnega upravljanja s pitno vodo v večjih slovenskih občinah. Sodeluje na strokovnih konferencah v okviru komunalnega gospodarstva in se udeležuje znanstvenih konferenc ter objavlja članke v domačih publikacijah.

\*\*\*

## Abstract

### **Indicators and Framework of Sustainable Drinking Water Management in Slovenian Municipalities**

**Research Question (RQ):** Water management is becoming an increasing challenge due to the limit of the natural resource, the rising demand for water, the uneven distribution of water resources, the depletion of aquifers, the increasingly frequent occurrences of water stress, and more recently, due to accelerated climate change. Complexity is typical for all levels – from the local, regional and national levels to the global community. In this paper, we will focus on local communities in Slovenia and will try to answer the question: which indicators can be used to provide a comprehensive assessment of water management by public utility service for the supply of drinking water in major Slovenian municipalities.

**Purpose:** Sustainable management of water resources and drinking water is to some extent unclear, therefore it is necessary to define the management of drinking water in the context of continuous and sustainable development as well as to adopt a practical approach in creating a model that enables the estimation of sustainable management of drinking water in Slovenian municipalities. This requires an appropriate framework of indicators that describe and communicate current situations and provide data on the management of drinking water, initiates appropriate action and provides important information to decision-making processes. To this end, we will develop a composite index of sustainable drinking water management, which will include indicators of sustainable development in environmental, economic, social and institutional dimensions. The indicators will be based on the DPSIR framework with five inputs; driving forces (D), pressure (P), state (S), the impacts (I), and response (R). The ultimate goal of the research will be the composite index of sustainable drinking water management with a set of individual indicators.

**Method:** The research will be based on a review of professional and scientific literature and a comparative analysis of articles by foreign authors. In the research we will use the methods of comparisons, summaries, compilations and analysis.

**Results:** On the basis of the studied literature and the search in the area under consideration, we will define a composite index of the management of sustainable drinking water with a manageable number of indicators, while responding to a searched question.

**Organization:** The results of the research are useable by local communities, public utility service and providers of drinking water, decision makers in sectoral policy, action holders, non-governmental organizations and the general public.

**Society:** The results of the research are usable by the general public, since management of drinking water management is inextricably linked with the whole society and with each individual.

**Originality:** The identification of key indicators and the assessment of the DPSIR, ensures a faster evaluation of the effects and integration of sustainability principles in the management of drinking water. The emphasis is on the participation of the public and all institutional forms of the organized society in the field of drinking water administration and management. The use of the composite index of the management of sustainable drinking water provides a comparative assessment that can practically confirm the management of the sustainability of drinking water, thereby contributing to efficiency and the creation of greater trust between the local community and provider of drinking water.

**Limitations / further research:** The research is concentrated on Slovenian municipalities, but the same research could be done with the providers of drinking water supply as well.

**Keywords:** Sustainability, Drinking Water Management, Sustainability Indicators, Local Communities (municipalities), DPSIR framework.

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**Mihaela Rudar Neral** is a PhD student in the study program Quality Management at the Faculty of Organizational Studies in Novo mesto, and she received her master's degree from the study program Intercultural Management at the School of Advanced Social Studies in Nova Gorica, graduated from the Faculty of Economics and Business in Maribor. She is employed in the communal and construction company Kostak in Krško as an analyst of business processes. In her work, she focuses on the quality of life, examines the quality of services in the field of drinking water supply services in the field of work, and the analysis of business processes focuses on the reliability and adaptability of public utility services that provide services within the framework of environmental protection services. At the Faculty of Organizational Studies (FOŠ) she is preparing a doctoral dissertation in the field of sustainable drinking water management in major Slovenian municipalities. She participates in expert conferences within the utility economy and scientific conferences, and publishes articles in domestic publications.

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## Motivacija za družbeno odgovornost v jedrske elektrarnah

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### Povzetek

**Raziskovalno vprašanje (RV):** Kaj lastnike in operaterje jedrske elektrarn (JE) motivira za izvajanje družbeno odgovornih dejanj?

**Namen:** Z raziskavo ugotoviti prevladujoče motive za družbeno odgovornost lastnikov in operaterjev JE. Ugotoviti, kako so pripravljeni zadovoljevati pričakovanja širše družbe.

**Metoda:** Po pregledu relevantne literature predstavljenega interesnega področja, v raziskavo vključujemo lastnike in operaterje JE, tj. članice mednarodne organizacije World Association of Nuclear Operators (WANO), regionalnega centra v Parizu. Kot instrument za pridobivanje potrebnih informacij uporabljamo za ta namen razvit vprašalnik. Za vrednotenje podatkov, poleg opisne in frekvenčne statistike, uporabljamo Mann-Whitneyev test, Wilcoxonov test predznačenih rangov in Kruskal-Wallisov test.

**Rezultati:** V raziskavi sodeluje 45 predstavnikov operaterjev in trije lastniki JE. Glavna motivacija za družbeno odgovorna dejanja so za lastnike in operaterje JE intrinzični dejavniki, predvsem osebne etične in moralne vrednote ter osebno zadovoljstvo. Dokazujemo, da se motivi, ki lastnike in operaterje JE motivirajo za izvajanje družbene odgovornosti, statistično značilno ne razlikujejo. V večini primerov te razlike niso statistično značilne, niti upoštevajoč funkcijo v organizaciji. Izkazujejo visoko pripravljenost za zadovoljevanje pričakovanj širše družbe.

**Organizacija:** Za JE rezultati krepijo vzpostavitev in utrjevanje pozitivne podobe družbeno odgovorne organizacije. Lastniki in operaterji JE se bolje soočajo z izzivi novih paradigem skupnega sobivanja in se zavedajo pozitivnih učinkov družbeno odgovornih dejanj.

**Družba:** Širša družba se seznani, da lastniki in operaterji JE izkazujejo jasno namero, da želijo delovati družbeno odgovorno. To predstavlja izhodišče za izbiro in implementacijo primernih strategij delovanja nevladnih organizacij, organiziranje lokalnih skupnosti, političnih strank in drugih interesnih skupin ter za odzivanja na izražena okoljska vprašanja in trajnostni razvoj. Vpliva na sprejemljivost JE in na kakovost življenja posameznikov ter različnih skupin v sodobni družbi in okolju, v katerega so umeščeni jedrski objekti.

**Originalnost:** Izvedena raziskava je prva, ki je ciljno usmerjena v proučevanje motivacijskih dejavnikov, ki lastnike in operaterje JE nagovarjajo k družbeno odgovornim dejanjem. Rezultati so neposredno uporabni in relevantni v slovenskem in mednarodnem prostoru. Prispevajo k boljšemu razumevanju interakcij med družbo in JE.

**Omejitve/nadaljnje raziskovanje:** Odzivnost lastnikov JE ni bila tako dobra kot odzivnost operaterjev, zato je za lastnike vzorec manj reprezentativen. Raziskave je smiselno usmeriti tudi na dejavnike, ki vplivajo na motivacijo za vzpostavitev partnerskega odnosa z JE na strani zunanjih deležnikov JE (različnih interesnih skupin - od lokalnih skupnosti, politične javnosti, nevladnih organizacij, novinarjev in drugih).

**Ključne besede:** sobivanje z jedrsko elektrarno, družbena odgovornost, intrinzični in ekstrinzični motivacijski dejavniki.

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**Milan Simončič** je diplomiral na Fakulteti za kemijo in kemijsko tehniko v Mariboru. Z disertacijo »Model vključevanja zunanjih deležnikov v izvajanje družbeno odgovornih načel jedrskih elektrarn«, ki jo je v letu 2018 zagovarjal na Fakulteti za organizacijske študije v Novem mestu, je pridobil naziv doktorja znanosti s področja menedžmenta kakovosti. Kot vodilni inženir analitične kemije in radiokemije je zaposlen v Nuklearni elektrarni Krško. Objavil je več člankov, aktivno deluje v strokovnih forumih v domačih in mednarodnih organizacijah, predvsem na področju degradacijskih mehanizmov materialov v jedrskih elektrarnah, upravljanja sistemov kakovosti - predvsem implementacije standarda SIST ISO/IEC 17025, odličnosti organizacije, koncepta družbene odgovornosti in izzivov energetike v trajnostni družbi.

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## **Abstract**

### **Motivation for social responsibility in nuclear power plants**

**Research Question (RQ):** What motivates owners and operators of Nuclear Power Plants (NPPs) for socially responsible actions?

**Purpose:** The research identifies the dominant motives for social responsibilities of owners and operators of NPPs. We would like to find out how they are ready to meet the expectations of a wider society.

**Method:** After reviewing the relevant literature of the presented field of interest, we include the owners and operators of the NPPs in the research. They are members of the international organization World Association of Nuclear Operators (WANO), a regional centre in Paris. As an instrument for obtaining the information, we use a developed questionnaire. For evaluation of data, we use descriptive and frequency statistics, Mann-Whitney test, Wilcoxon rank test, and Kruskal-Wallis test.

**Results:** In the research cooperate 45 representatives of operators and 3 owners of the NPPs. The main motivation for socially responsible activities are intrinsic elements, in particular personal ethical and moral values and personal satisfaction. We demonstrate that the motives that motivate owners and operators for social responsibilities are not statistically significant. In most cases, these differences are not statistically significant, considering the function in the organization as well. Operators and owners of NPPs demonstrate a high willingness to meet the expectations of a wider society.

**Organization:** The results help NPPs in establishing and consolidating the positive image of a socially responsible organization. Owners and operators are able to consider aspects and challenges of the new paradigms of shared coexistence and are aware of the positive effects of socially responsible actions.

**Society:** The wider society is aware that owners and operators of the NPPs obviously show that they want to act socially responsible. This is the starting point for the choice and implementation of appropriate strategies of non-governmental organizations, the organization of local communities, political parties and other stakeholders, and for responding to expressed environmental issues and sustainable development. It affects the acceptability of the NPPs and the quality of life of individuals and different groups in a modern society and the environment in which nuclear facilities are located.

**Originality:** The research is the first one pointed at studying the motivational factors that the owners and operators of the NPPs motivate for socially responsible actions. The results are directly applicable and relevant in Slovenia and other countries. They contribute to a better understanding of the interactions between society and the NPPs.

**Limitations / further research:** The responsiveness of the owners of the NPPs was not as good as the responsiveness of the operators; therefore, the sample is less representative for the

owners. Research also makes sense to focus on the inspirations that influence the motivation for establishing partnership relations with the NPPs, of the external stakeholders of the NPPs (local communities, political public, NGOs, journalists and others).

**Keywords:** coexistence with the nuclear power plant, social responsibility, intrinsic and extrinsic motivational factors.

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**Milan Simončič** graduated on the Faculty of Chemistry and Chemical Technology in Maribor. With the dissertation "Model of integrating external stakeholders in the implementation of the principles of social responsibility of nuclear power plants", advocated in 2018 at the Faculty of Organisation Studies in Novo Mesto, he achieved the title of doctor of science in the field of quality management. He works in the Nuclear Power Plant Krško as a lead engineer of analytical chemistry and radiochemistry. He has published several papers, actively works in professional forums in Slovenia and international organizations, especially on the area of degradation mechanisms of materials in nuclear power plants, quality management systems - in particular implementation of the SIST ISO/IEC 17025, organizational excellence, the concept of social responsibility and the challenges of energy in sustainable society.

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## Koncept Krožne Avtopoietiske Organizacije

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### Povzetek

**Raziskovalno vprašanje (RV):** Zakaj avtopoietska organizacija? Človeka v organizaciji raziskujemo iz organsko-humanega vidika, saj le-ta vedno težje samo/so-deluje v obstoječem alopoietskem okolju, ki zavira kreativnost človeškega potenciala.

**Namen:** Zavedamo se potenciala človeka in obstoječa organizacija še nima celovitega razumevanja človekovega kapitala, ki se začne v pravičnosti in zaupanju, ter nadaljuje v verigi eko-sistema.

**Metoda:** Razvili smo metodologijo z naravnim krožnim principom in naredili koncept z gradniki: čustvovanje, razmišljanje, usmerjanje in delovanje.

**Rezultati:** Ugotovili smo, da obstoječa organizacija izgublja vrednosti gradnika čustvovanja in razmišljanja. Krog ustvarjalnosti je potrebno skleniti oziroma začeti s samo-čutenjem kot človeško vrlino, ki s so-čutenjem ustvarja potencialni naboje ustvarjalnih timov v humani skupnosti. Rešitve so v koherenci in harmoniji komunikacije z naravo povezanih ljudi.

**Organizacija:** Raziskava prispeva k zavedanju človeka o stanju organizacij in usmerja k preobrazbi alopoietskih v avtopoietiske organizacije.

**Družba:** Predstavljamo organizacijo nove dobe, ki bo zmožna preživeti človeka, in avtopoietski koncept je zelo obetaven, za dobrobit vseh.

**Originalnost:** Z boljšo komunikacijo krepimo družbeno odgovornost in izboljšujemo okolje, kar napovedujemo v perspektivi naravne evolucije, v osebni rasti človeka tako v notranjih kot zunanjih procesih, ki izboljšujejo okolje in zeleno družbo.

**Omejitve/nadaljnje raziskovanje:** V tej smeri bi žeeli razvijati visoko naravno tehnologijo, da bosta Človek in Človečnost zopet pridobila potrebno prednost pred vsem ostalim v Sloveniji in Evropi za obstoj na planetu Zemlja.

**Ključne besede:** avtopoietska organizacija, človeški kapital, čustvovanje, razmišljanje, koherenca, harmonija, humana skupnost, zelena družba.

\*\*\*

**Doc. dr. Tanja Balažic Peček**, je 1. 2001 diplomirala iz organizacije in managementa ter 1. 2008 specializirala iz projektnega managementa na Fakulteti za organizacijske vede (FOV) Univerze v Mariboru. Na Fakulteti za organizacijske študije (FOŠ) je v letu 2018 doktorirala z disertacijo 'Gradniki avtopoiez v 4.0 organizaciji' in s tem postavila temeljni koncept za nadaljnje raziskovanje avtopoietiske organizacije v vseh razsežnostih. Deluje na delavnicah izgradnje samo-podobe in naravnega zdravljenja, ter v letu 2013 pridobi status terapevtke. Njeno raziskovalno zanimanje je človek v organizaciji, kvalitativno raziskovanje, etično-ekološki koncepti, organska-humana paradigma v povezavi s fenomenom 'Autopoiesis' v organizacijskem in družbenem okolju. Je avtorica monografij, dejavnih s prispevkov na znanstvenih konferencah in mnogimi članki v znanstvenih revijah. Od leta 2018 je predsednica alumni kluba FOŠa. Je ustanoviteljica Inštituta za Avtopoietsko Organizacijo, kjer raziskuje in vodi projekte za revitalizacijo človeške skupnosti. Je ambasadorka 'Autopoiesis'.

\*\*\*

## Abstract

### Concept of Circular Autopoietic Organization

**Research Question (RQ):** Why an autopoietic organization? I am researching a human in an organization from an organic-humane aspect, since it is getting harder for a human to self/co-operate in the existing allopoietic environment, which hinders creativity of a human potential.

**Purpose:** We are aware of a human potential and the existing organization does not have a holistic understanding of a human capital, which starts in fairness and trust, which continues in the chain of eco-system.

**Method:** We developed a methodology with natural circular principle and made a concept with building blocks: emotions, thinking, directing, activity.

**Results:** We found out that the existing organization decreases in emotions as well as thinking of a human in an organization. The circle of creativity needs to be closed or started with self-emotions as human virtue, which with co-emotions create potential force of creative teams in a human community. This solution is found in coherent and harmonious communication between people connected to nature.

**Organization:** The research contributes to awareness of a human about the condition of organizations, as well as directs towards transformation from allopoietic to autopoietic organization.

**Society:** We present an organization of new age, which will be able to survive the human, and autopoietic approach is very promising, for the benefit of everyone.

**Originality:** With enhanced communication, social responsibility is increased, and the environment improved. This is predicted in the perspective of natural evolution, in personal growth of a human in inner as well as external processes, which improve the environment and as a result a ‘green’ society is achieved.

**Limitations / further research:** In this direction we would like to develop high natural technology, which would present an advantage to each individual and to humankind, before everything else in Slovenia and Europe, for our existence on the planet Earth.

**Keywords:** Autopoietic Organization, human capital, emotions, thinking, coherence, harmony, human community, ‘green’ society.

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**Assist. Prof. Tanja Balažic Peček, Ph.D** took her degree in 2001 in Organisation and Management and in 2008 specialised from Project Management at the Faculty of Organizational Sciences (FOV) at the University of Maribor. At the Faculty of Organisation Studies (FOŠ) she obtained her doctorate in 2018 with the thesis ‘Building Blocks of Autopoiesis in 4.0 organisation’, by which she set the fundamental concept for further research of autopoietic organisation in all its aspects. She is active in workshops for self-image and natural healing and in 2013 she obtained the status of a therapist. Her research interest is a human within organisation, qualitative research, ethical-ecological concepts, organic-humane paradigm in connection with the phenomenon of autopoiesis in organisational and social environment. She is the author of monographs and articles at scientific conferences and in scientific journals. She has also been the president of FOŠ Alumni since 2018. She is the founder of the Institute for Autopoietic Organization, where she is researching and leading projects for revitalisation of human community. She is an Ambassador of ‘Autopoiesis’.

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## Poznavanje in uporaba temeljnih procesov avtopoieze v slovenskih visokošolskih organizacijah

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### Povzetek

**Raziskovalno vprašanje (RV):** Različni avtorji organizacijskih teorij poudarjajo, da bodo procesi avtopoieze v organizacijah prihodnosti zanesljivo imeli ključno vlogo za ohranitev humanosti v organizacijah, kar omogoča nesluten evolucijski razvoj (Capra, Ovsenik, Lauc in drugi). Maturana in Varela teorijo o delovanju živega organizma poimenujeta kot avtopoiez. Avtorja sta spoznala, da gre v tem primeru za zaprto strukturo samo–proizvodnje, ki se samo–organizira. V Naravi je vzpostavljen red povezav in dinamike procesov, ki so bistveni za delovanje le-teh.

**Namen:** Namen te raziskave je ugotoviti, v kakšni meri v slovenskih visokošolskih organizacijah poznajo procese avtopoieze in v kakšni meri so ta načela prisotna pri vseživljenjskem izobraževanju.

**Metoda:** Izvedli bomo spletno anketo za zaposlene in študente v slovenskih visokošolskih organizacijah. Anketne vprašalnice bomo obdelali z ustreznimi orodji za analizo. Na osnovi pridobljenih podatkov bomo lahko ugotovili, ali so organizacije bolj avtopoietske ali alopoietske, in korelacije med njimi.

**Rezultati:** Raziskava bo pokazala poznavanje procesov avtopoieze v slovenskih visokošolskih organizacijah in dejansko stopnjo uporabe teh procesov pri vseživljenjskem izobraževanju. Zanimive bodo tudi korelacije v avtopoietskih in alopoietskih organizacijah.

**Organizacija:** Raziskava nam bo dala informacijo o prepoznavanju in dejanski uporabi procesov avtopoieze v slovenskih visokošolskih organizacijah.

**Družba:** Rezultati raziskave nam bodo pokazali, v kakšni smeri delujejo slovenske visokošolske organizacije.

**Originalnost:** Pilotna raziskava je bila izvedena v letu 2017 na FOŠ. Po našem vedenju gre za prvo tovrstno raziskavo v Sloveniji.

**Omejitve/nadaljnje raziskovanje:** Raziskavo bomo izvedli v slovenskih visokošolskih organizacijah. Kot nadaljevanje raziskave predlagamo raziskavo v slovenskih organizacijah, tako v mikro, malih, srednjih in velikih podjetjih, ter neprofitnih organizacijah.

**Ključne besede:** slovenske visokošolske organizacije, avtopoietska organizacija, načela avtopoieze, alopoieza, avtopoieza.

\*\*\*

**Dr. Vinko Bogataj**, je po izobrazbi univ. dipl. ing. strojništva, mag. in dr. menedžmenta kakovosti. Končal je tudi usposabljanje za menedžerja sistemov kakovosti po EOQ shemi. V svoji dosedanji praksi je pridobil praktične izkušnje na področju razvoja orodij in naprav, avtomatizacije proizvodnih sistemov, razvoja ventilatorjev, meroslovja, varnosti proizvodov, naprav za eksplozijsko ogrožena okolja in sistemov vodenja kakovosti. Vodil je uvedbo sistemov vodenja kakovosti po standardu ISO 9001 v družbe IMP Klimat, Uniklima, Hidria BH, Hidria inženiring, T3-Tech, Eltras in Oravent. Trenutno deluje kot samostojni raziskovalec.

\*\*\*

**Doc. dr. Tanja Balažic Peček**, je 1. 2001 diplomirala iz organizacije in managementa ter 1. 2008 specializirala iz projektnega managementa na Fakulteti za organizacijske vede (FOV) Univerze v Mariboru. Na Fakulteti za organizacijske študije (FOŠ) je v letu 2018 doktorirala z disertacijo 'Gradniki avtopoiese v 4.0 organizaciji' in s tem postavila temeljni koncept za nadaljnje raziskovanje avtopoetske organizacije v vseh razsežnostih. Deluje na delavnicih izgradnje samopodobe in naravnega zdravljenja, ter v letu 2013 pridobi status terapevtke. Njeno raziskovalno zanimanje je človek v organizaciji, kvalitativno raziskovanje, etično-ekološki koncepti, organska-humana paradigma v povezavi s fenomenom 'Autopoiesis' v organizacijskem in družbenem okolju. Je avtorica monografij, dejavna s prispevki na znanstvenih konferencah in mnogimi članki v znanstvenih revijah. Od leta 2018 je predsednica alumni kluba FOŠa. Je ustanoviteljica Inštituta za Avtopoetsko Organizacijo, kjer raziskuje in vodi projekte za revitalizacijo človeške skupnosti. Je ambasadorka 'Autopoiesis'.

\*\*\*

## Abstract

### Knowledge and Application of Basic Processes of Autopoiesis in Slovenian Higher Education Organisation

**Research question (RQ):** Various authors of organisation theories emphasise that processes of autopoiesis in the future organisations will play a key role in maintaining humanity in the organisations, which enables unimagined evolutionary development (Capra, Ovsenik, Lauc and other). Maturana in Varela have named this theory of activity of living organism as autopoiesis. These authors have recognised that in this case a general closed structure of self-production is involved, which organises itself (self-organising structure). In nature, order of connections and dynamics of processes are kept, which are essential for functioning of these connections and processes.

**Purpose:** The purpose of this research is to find out how the processes of autopoiesis are recognised in the Slovenian higher education organisations, as well as how these principles are present in a lifelong education.

**Method:** An online survey will be conducted among the employees and students of the Slovenian higher education organisations. The survey questionnaires will be processed with suitable analysis tools. On the basis of the collected data we will be able to identify whether the organisations are autopoietic or allopoietic, and the correlation among them.

**Results:** The research is to show knowledge in processes of autopoiesis in the Slovenian organisations and their actual application in lifelong education. It will be interesting to observe correlations in the autopoietic and allopoietic organisations.

**Organisation:** This study will provide information about recognition and actual application of the processes of autopoiesis in the Slovenian higher education organisations.

**Society:** The results of this research will show which way the Slovenian higher education organisations are oriented to.

**Originality:** A pilot study was conducted in 2017 at FOŠ. As far as we know, this is the first study of its kind in Slovenia.

**Limitations/further research:** The research will be conducted in the Slovenian higher education organisations. For further research, we suggest a study in the Slovenian micro, small, medium and big organisations, as well as in the non-profit organisations.

**Key words:** Slovenian higher education organisations, autopoietic organisations, principles of autopoiesis, allopoiesis, autopoiesis.

\*\*\*

**Vinko Bogataj, Ph.D** is a Bachelor of mechanical engineering, a MSc and has a Ph.D in quality management. He also completed the training for the quality systems managers within the EOQ scheme. He has gained practical experience in the development of tools and devices, automation of production systems, the development of fans, metrology, safety of products, devices for explosion-risk environment and in quality management systems. He successfully implemented the quality management system ISO 9001 in the companies IMP Klimat, Uniklima, Hidria BH, Hidria Inženiring, T-3 Tech, Eltras and Oravent. He currently works as an independent researcher.

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**Assist. Prof. Tanja Balažic Peček, Ph.D** took her degree in 2001 in Organisation and Management and in 2008 specialised from Project Management at the Faculty of Organizational Sciences (FOV) at the University of Maribor. At the Faculty of Organisation Studies (FOŠ) she obtained her doctorate in 2018 with the thesis ‘Building Blocks of Autopoiesis in 4.0 organisation’, by which she set the fundamental concept for further research of autopoietic organisation in all its aspects. She is active in workshops for self-image and natural healing and in 2013 she obtained the status of a therapist. Her research interest is a human within organisation, qualitative research, ethical-ecological concepts, organic-humane paradigm in connection with the phenomenon of autopoiesis in organisational and social environment. She is the author of monographs and articles at scientific conferences and in scientific journals. She has also been the president of FOŠ Alumni since 2018. She is the founder of the Institute for Autopoietic Organization, where she is researching and leading projects for revitalisation of human community. She is an Ambassador of ‘Autopoiesis’.

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## Vpliv digitalizacije na upravljanje v arhitekturnem biroju

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### Povzetek

**Raziskovalno vprašanje (RV):** V organizacijah, ki se ukvarjajo s področjem arhitekture in tudi prostorskega načrtovanja, je digitalizacija delovnih opravil izredno močno prisotna. Digitalizacija se nanaša zlasti na velike količine podatkov, ki so v vedno večji meri digitalno dostopni in so podlaga arhitektom in urbanistom pri nastajanju projektov s področja arhitekture in prostorskega načrtovanja, kar pa spremljajo tudi pogoste in obsežne spremembe na področju zakonodaje, ki pokriva arhitekturo in prostorsko načrtovanje. Zaradi tega se zaposleni v teh organizacijah srečujejo s tem, da morajo, če želijo biti učinkoviti, pri svojih delovnih opravilih uporabljati vedno več različne programske opreme, digitalnih baz podatkov in informacijske tehnologije.

Raziskovalno vprašanje se tako glasi: Kako spodbuditi pri zaposlenih, arhitektih in urbanistih višji nivo sprejemanja tehnologij in programske opreme ter tudi njihovo dejansko uporabo, z namenom, da bi dosegli večjo učinkovitost zaposlenih v organizacijah s področja arhitekture in urbanističnega načrtovanja?

**Namen:** Namen in cilj prispevka je, da na osnovi identificiranega problema na področju upravljanja organizacij, ki delujejo na področju arhitekturnega ustvarjanja, oblikujemo konceptualni model, v katerega bomo zajeli ključne dejavnike, ki vplivajo na nivo sprejemanja tehnologij in programske opreme ter tudi njihovo dejansko uporabo pri zaposlenih, z namenom, da bi dosegli večjo učinkovitost zaposlenih v organizacijah s področja arhitekture in urbanističnega načrtovanja.

**Metoda:** Poleg teoretičnih izhodišč, ki se nanašajo na specifične managementske izzive v organizacijah s področja kulturnih in ustvarjalnih industrij, kamor sodijo tudi organizacije s področja arhitekture, v raziskavi izhajamo tudi iz teoretičnih modelov sprejemanj tehnologij (TAM), ki ga razširjamo z dodatnimi zunanjimi vplivnimi spremenljivkami. Z bibliometrično analizo objavljenih rezultatov raziskav v bazi Scopus, dodatno osvetjujemo pomembnost tega raziskovanja.

**Rezultati:** S tem namenom v tej raziskavi izhajam iz osnovnega modela TAM, in na njegovi osnovi razvijam koceptualni model, z vključenimi zunanjimi dejavniki osnovnega modela TAM – ti dejavniki so organizacijski dejavniki ter dejavniki, povezani z osebnostnimi značilnostmi zaposlenih. Model TAM je tako dopolnjen oziroma razširjen z dvema sklopoma zunanjih dejavnikov, ki v taki obliki in na tem področju (v organizacijah s področja arhitekture in prostorskega načrtovanja) v literaturi do sedaj niso bili obravnavani.

**Organizacija:** Po izvedbi testiranja modela (kar pa ni sestavni del tega prispevka) lahko pričakujemo, da bodo rezultati prinesli pomembna spoznanja za upravljanje v organizacijah s področja arhitekture, saj je obvladovanje sprememb, ki jih prinaša digitalizacija, eden od perečih problemov.

**Družba:** Boljše upravljanje organizacij je posredno povezano z drubeno blaginjo.

**Originalnost:** V raziskavi izhajamo iz modela TAM, ki ga razširjamo z zunanjimi dejavniki, kar je novost, hkrati pa bomo tudi sami oblikovali merske lestvice za merjenje

teh zunajih dejavnikov. Poleg tega so raziskave, ki bi se ukvarjale posebej z organizacijami s področja arhitekture, tudi v svetovnem merilu redke, četudi veliko avtorjev priznava, da so te organizacije v svojih procesih, specifične.

**Omejitve/nadaljnje raziskovanje:** V nadaljevanju raziskave, bi bilo smiselno izvesti nadaljnje korake za preverjanje povezav konceptualnega modela v smeri izvedbe vseh faz empirične raziskave. Pričakujemo lahko tudi določene omejitve, povezane s podatki ter uporabljenou metodologijo obdelave podatkov.

**Ključne besede:** digitalizacija, organizacije s področja arhitekture, Model sprejemanj tehnologij – TAM, konceptualni model.

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**Mag. Andrej BOŽIN**, univ.dipl.inž.arh., je leta 1994 diplomiral na Fakulteti za arhitekturo Univerze v Ljubljani, leta 2002 pa magistriral na znanstvenem magistrskem programu in si pridobil naziv magister arhitekturnih znanosti. Leta 2018 se je vpisal na doktorski študijski program na Univerzi v Mariboru, na Fakulteti za organizacijo. Leta 2007 je opravil strokovni izpit s področja opravljanja inženirskih storitev pri ZAPS in ima določne strokovne izkušnje na področju arhitekturnega projektiranja, svetovanja, inženiringa in nadzora ter prostorskega načrtovanja. Bil je projektant in odgovorni vodja projektov pri vrsti projektov s področja arhitekture in urbanizma v različnih arhitekturnih birojih, od leta 2005 pa vodi svoj arhitekturni biro v Mariboru. Na pedagoškem področju terciarnega poučevanja in andragoškega dela in usposabljanja, sodeluje od študijskega leta 2008/2009 dalje, saj je habilitiran visokošolski in višešolski predavatelj in predava predmete s področja urbanizma, varstva okolja in urejanja prostora ter arhitekturnega oblikovanja.

\*\*\*

## Abstract

### The Impact of Digitization on Management in the Architectural Bureau

**Research Question (RQ):** In organizations operating in the field of architecture and spatial planning, the intense digitization of work tasks is taking place. Digitalization refers in particular to large amounts of data that are increasingly accessible in digital form and are the basis for architects and urban planners in the development of projects in the field of architecture and spatial planning; all this is accompanied by frequent and extensive changes in the field of legislation covering architecture and spatial planning planning.

As a result, employees in architecture and spatial planning organizations face the need to use more and more software, digital databases and information technology in order to be effective in performing their work tasks.

The research question is as follows: How to enhance the acceptance of technologies and software, as well as their actual use, by employees, architects and urban planners, with the purpose to achieve greater efficiency of employees in organizations in the field of architecture and urban planning?

**Purpose:** The aim of this paper is to create a conceptual model based on the identified problem in the management of organizations, operating in the field of architectural planning and design, in which we will capture the key factors that influence the level of adoption of technologies and software, as well as their actual use by employees, in order to achieve greater efficiency of employees in organizations in the field of architecture and urban planning.

**Method:** In addition to the theoretical basis, which relate to the specific management challenges in organizations, operating in the field of cultural and creative industries, including architecture organizations, the study also utilizes the theoretical technology acceptance models (TAM),

which are expanded with additional external influential variables. With the bibliometric analysis of published research results in the Scopus database, we further highlight the importance of this research.

**Results:** On the basis of TAM model I developed a conceptual model, extended with the included external variables, added of the basic model TAM - these factors are organizational factors and factors related to personality characteristics of employees. The TAM model is thus complemented or expanded with two sets of external factors, which in this form and in this field (in organizations in the field of architecture and spatial planning) have not been considered in the literature so far.

**Organization:** After the testing of the model (which is not an integral part of this paper), we can expect that the research will bring important results for management in architecture organizations, as the management of the changes, brought about by digitalisation, is one of the important challenges.

**Society:** Better management of organizations is indirectly linked to social well-being.

**Originality:** In this study the TAM model is expanded with external factors, which is a novelty, and at the same time we will also form measurement scales for measuring these external factors. In addition, research involving specialized architectural organizations is also rare on a global scale, although many authors acknowledge that these organizations are specific in their processes.

**Limitations / further research:** In the continuation of the research, it would be useful to perform further steps to check the relationships of the conceptual model and to implement all phases of empirical research. We can also expect certain data constraints and constraints arising from the data processing methodology.

**Keywords:** digitalization, architectural organizations, Technology Acceptance Model - TAM, conceptual model.

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Andrej Božin, Msc, has graduated from the Faculty of Architecture at the University of Ljubljana in 1994 and finished his Masters of Science degree in 2002, when he obtained the degree title Master of Architectural Sciences. In 2018, he enrolled in the doctoral study program at the University of Maribor, at the Faculty of Organizational Science. In 2007 he passed a professional examination in the field of engineering services at Chamber of Architecture and Spatial Planning of Slovenia. He has many years of professional experience in the field of architectural design, consulting, engineering, control and spatial planning. He was the designer and responsible project manager for a number of projects in the field of architecture and urban planning in various architectural bureaus; since 2005 he has been running his architectural bureau in Maribor. He is also a habilitated lecturer of higher education in the field of urban planning, environmental protection, partial planning and architectural design. He has been participating in tertiary teaching and andragogy work and training, since the academic year 2008/2009.

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## Učinkovitost obvladovanja procesne organizacije

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### Povzetek

**Raziskovalno vprašanje (RV):** Kako meriti učinkovitost obvladovanja procesne organizacije? Zanima nas kvantitativno merjenje, ki omogoča primerjavo med podjetji.

**Namen:** Z raziskavo želimo ugotoviti, kako bi lahko merili moč procesne organizacije oz. v kakšnem deležu jo obvladujemo. Notranje obvladovanje procesov je v podjetjih namreč pogosto neznanka.

**Metoda:** Raziskava bo temeljila na študiji primera javnega procesa. Zaradi poslovnih tveganj in morebitne pristranskosti zaposlenih smo izločili možnost izvedbe v konkretnem podjetju. Osredotočili se bomo na proces »Obvladovanje ranljivosti v programske opremi«. Proses je globalen, izjemno pomemben za ves poslovni svet in vsebuje vse elemente kompleksnega poslovnega procesa, saj v njem sodelujejo organizacije različnih velikosti in z različnimi interesi. Na osnovi znanstvene literature in javno dostopnih podatkov bomo proučili, katere so šibke točke tega procesa, kakšne so posledice in kako bi ga lahko izboljšali. Spoznanja bomo uporabili pri opredelitvi kazalnikov za merjenje učinkovitosti obvladovanja procesne organizacije.

**Rezultati:** Predstavili bomo kvantitativno metriko za merjenje učinkovitosti obvladovanja procesne organizacije, ki bo utemeljena na konkretnem primeru. Pripravili bomo tudi metodologijo za podjetja, po kateri bodo lahko samostojno merila učinkovitost v svoji organizaciji.

**Organizacija:** Rezultati raziskave bodo omogočili podjetjem, da samostojno izmerijo učinkovitost obvladovanja interne procesne organizacije. Kvantitativna metrika jim bo dala jasen odgovor, kje v procesih imajo večje možnosti za izboljšave.

**Družba:** Ljudje se lažje odločamo, če stvari lahko primerjamo. Kazalnik, ki ga nameravamo razviti, je v tem pogledu zelo pomemben za odločanje. Po drugi strani pričakujemo, da bo kazalnik prispeval k boljšemu razumevanju procesne organizacije in pravilnemu uvajanju. Procesna organizacija tudi bolj jasno opredeljuje odgovornost posameznikov, kar naj bi prineslo pozitivne učinke za podjetje.

**Originalnost:** V raziskavi se lotevamo področja merjenja, ki do sedaj še ni bilo obravnavano na način, ki ga predlagamo. Dodatno težo daje raziskavi razvoj kvantitativne metrike, saj so te na tem področju redkejše od kvalitativnih, a hkrati bolj eksplisitne. Proses, ki služi kot osnova za razvoj metrike, je izbran na inovativen način in zaradi razpoložljivosti podatkov daje raziskavi visoko verodostojnost.

**Omejitve/nadaljnje raziskovanje:** Raziskava bo izvedena na primeru procesa, ki je v znanstveni literaturi zelo dobro opisan ter podprt z različnimi dejstvi in spoznanji. Smiselno bi bilo raziskavo razširiti še na druge podobne procese, ki so dovolj dobro podprtih z dejstvi in se s tem še dodatno preveri zaključke te raziskave.

**Ključne besede:** proces, organizacija, merjenje, metrika, učinkovitost, življenjski cikel.

\*\*\*

**Andrej Dobrovoljc** je doktoriral na Fakulteti za računalništvo in informatiko Univerze v Ljubljani s področja obvladovanja tveganj v informacijskih sistemih. Je samostojni podjetnik in večinoma deluje kot svetovalec ter projektni vodja na področju poslovne informatike. V več kot 20 letnem obdobju si je pridobil izkušnje s projektmi v več kot 50 organizacijah različnih velikosti in z različnih poslovnih področij. Aktiven je tudi kot predavatelj in raziskovalec na Fakulteti za organizacijske študije v Novem mestu ter v gospodarstvu.

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## **Abstract**

### **Effectiveness of process organization management**

**Research Question (RQ):** How to measure the effectiveness of process management? We are interested in quantitative measurement, which makes it possible to make comparisons between companies.

**Purpose:** Our intention is to find out how can we measure the power of a process organization and in what proportion we manage it. Internal effectiveness of processes management is often unknown to companies.

**Method:** The research will be based on a case study of the public process. Due to business risks and potential employee bias, we have eliminated the possibility to conduct study in a particular company. We will focus on the "Software Vulnerability Management" process. The process is global, extremely important for the entire business world and it contains all the elements of a complex business process, as it involves organizations of different sizes and interests. On the basis of scientific literature and publicly accessible data, we will examine what are the weak points of this process, what are the consequences of ineffectiveness and how to improve it. The obtained knowledge will be used in defining indicators for measuring the effectiveness of processes.

**Results:** We will introduce a quantitative metric for measuring the effectiveness of process management that will be based on a real case. We will also develop a methodology for companies that can be used for independent measurement.

**Organization:** The results of the research will enable companies to independently measure the effectiveness of controlling the internal process organization. A quantitative metric will give them a clear answer to where the processes have greater possibilities for improvement.

**Society:** People easier make decisions, if they can compare things. The metric that we intend to develop is very important for business decision making. On the other hand, we expect that the indicator will contribute to the better understanding of process organization and their proper deployment. The process organization clearly defines the responsibility of individuals, which brings positive effects for the company.

**Originality:** The survey focuses on the area of measurement that have not yet been addressed in the way that we propose. Development of quantitative metrics gives additional emphasis to the research, since they are less frequent than qualitative, but at the same time more explicit. The process, which serves as the basis for the development of new metric, is selected in an innovative way, and because of the availability of data, the research is highly credible.

**Limitations / further research:** The research will be carried out on the example of a process that is well described in scientific literature and supported by various facts and insights. It would be sensible to extend the research to other similar processes, which are sufficiently well supported by the facts, thus further examining the conclusions of this research.

**Keywords:** process, organization, measurement, metrics, effectiveness, life cycle.

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**Andrej Dobrovoljc** received his PhD at the Faculty of Computer and Information Science at the University of Ljubljana in the field of risk management in information systems. He is an independent entrepreneur and mostly acts as a consultant and project manager in the field of business informatics. Over the course of more than 20 years, he has gained experience with projects in more than 50 organizations of different sizes and from different business areas. He is also active as a lecturer and researcher at the Faculty of Organization Studies in Novo mesto and in other organizations.

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## Spremembe korporativnih strategij po uvedbi financiranja investicij v infrastrukturo z javno-zasebnim partnerstvom v oskrbovalnih verigah globalno usmerjenih podjetij

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### Povzetek

**Raziskovalno vprašanje (RV):** Gradnja železniške in avtocestne infrastrukture ima velik vpliv na korporativne strategije v oskrbovalnih verigah globalno usmerjenih podjetij. V članku se osredotočamo na vprašanje modernizacije, prilagajanja infrastrukture in novih naložb, ki so bile v preteklosti izključno načrtovane in izvedene z državnimi sredstvi - nacionalnimi viri financiranja. V preteklosti je država s temi investicijami pomagala podjetjem pri pridobivanju trajnih konkurenčnih prednosti v oskrbovalni verigi in pri preoblikovanju distribucijskih sistemov brez neposrednih naložb podjetij. Žal danes ekomska stanja v gospodarstvih ne dopuščajo, da bi si vlade lahko privoščile takšne naložbe, tudi evropska sredstva ne zadostujejo. Dinamika gospodarskega razvoja globalnega trga sili globalno usmerjena podjetja, da so izpostavljena močni konkurenčni, zato se je javno-zasebno partnerstvo vpeljalo v investiranje v infrastrukturo. Kratkoročno bodo podjetja, ki bodo uporabljala to strategijo, pridobila trajne konkurenčne prednosti. Tovrstno financiranje bo tudi pospešilo gospodarski razvoj, vendar ima tudi dolgoročni vpliv na globalno usmerjena podjetja, regionalni razvoj in posamezna nacionalna gospodarstva, saj bi to lahko predstavljalo potencialni problem političnih in komercialnih tveganj.

**Namen:** Žeeli smo ugotoviti, kako tovrstno financiranje infrastrukture (javno-zasebno partnerstvo) vpliva na korporativne strategije v oskrbovalnih verigah globalno usmerjenih podjetij in na druge gospodarske subjekte v mikro in makro okolju.

**Metoda:** Analiziranje kompleksnosti sprememb stanja gospodarskega sistema in kompleksnih temeljnih globalnih procesov, ki so se zgodili v daljšem časovnem obdobju je treba dopolniti s čistim znanstvenim pristopom z drugimi vrstami raziskovalnega dela, bolj celostnim pristopom, ki se pogosto uporablja v primerjalni ekonomiji. Takšen pristop smo uporabili v tem članku.

**Rezultati:** V članku smo proučevali vpliv gradnje železniške in avtocestne infrastrukture, ki se financira tudi s kapitalom javno-zasebnega partnerstva. Pravzaprav bo ta vrsta financiranja kratkoročno omogočila podjetjem, ki uporabljajo to strategijo, da dobijo trajne konkurenčne prednosti. Prav tako bo pospešila gospodarski razvoj, vendar ima tudi dolgoročne vplive na globalno usmerjena podjetja, regionalni razvoj in posamezna nacionalna gospodarstva, saj bi to

lahko bil potencialni problem političnih in komercialnih tveganj v spremenjenih mikro in makro okoljih.

**Organizacija:** Ugotovitve lahko uporabimo za podporo razumevanja sprememb v mikro in makro okolju podjetij ter prispevamo k boljšemu strateškemu načrtovanju in oblikovanju celotne oskrbovalne verige.

**Družba:** Ugotovitve lahko prispevajo k boljšemu razumevanju problema investiranja v infrastrukturo, saj imajo velik vpliv na celotno družbo in gospodarstvo in strategije podjetij v oskrbovalnih verigah globalno usmerjenih podjetij.

**Omejitve/Nadaljno raziskovanje:** Kompleksnost problema in dinamične spremembe v delovanju globalnega gospodarstva in nacionalnih gospodarstev zahtevajo poglobljeno preučevanje sprememb v mikro in makro okolju podjetij.

**Ključne besede:** Investicije v infrastrukturo, javno-zasebno partnerstvo, strategije, učinkovitost, uspešnost, globalizacija, tranzicijski procesi.

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**Beti Godnič** je diplomirala na Fakulteti za pomorstvo in promet; Univerza v Ljubljani. Študij je nadaljevala na Ekonomski fakulteti; Univerze v Ljubljani, kjer je pridobila znanstveni naslov magister znanosti. Doktorirala je na Fakulteti za organizacijske študije. Akademsko kariero je začela na Fakulteti za organizacijske študije, kjer je bila imenovana za predavatelja za predmetno področje managementa, kjer predava od leta 2015. Delala je na različnih delovnih mestih v gospodarstvu v oddelku trženja in štabnih služb. Bila je neodvisni analistik in neodvisni analistik povezanih družb. Imenovana je bila za pomočnika direktorja za računovodstvo, imenovali so jo tudi za članico nadzornega sveta. Že tekom njenega dela v gospodarstvu je sodelovala s svojimi prispevki v znanstvenih monografijah, med ostalimi v publikacijah, ki so bile izdane na Ekonomski fakulteti; Univerze v Ljubljani, založbi GV-Gospodarski vestnik, Fakulteti za organizacijske študije. Je avtor in soavtor treh monografij in štirih znanstvenih člankov.

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**Robert Vodopivec** je diplomiral na Ekonomski fakulteti; Univerze v Ljubljani, kjer je prejel tudi znanstveni naslov magister znanosti. Doktoriral je na Ekonomski fakulteti; Univerze v Mariboru in pridobil znanstveni naslov doktor ekonomskih znanosti. Akademsko kariero je začel na Inštitutu za ekonomska raziskovanja, Mednarodnem centru za javna podjetja v državah v razvoju; predhodniku Mednarodnega centra za promocijo podjetij- ICPE in Prometnem inštitutu, kjer je delal kot asistent raziskovalec, raziskovalec in samostojni raziskovalec. Kot raziskovalec je deloval tudi na Univerzi Massachusetts v Združenih državah Amerike. Po vrnitvi iz ZDA je nadaljeval svojo akademsko kariero na Univerzi v Ljubljani; Fakulteti za pomorstvo in promet kot univerzitetni učitelj, kjer je bil predstojnik podiplomskega študija, dvakrat izvoljen za prodekana za znanstveno-raziskovalno delo, član senata, član upravnega odbora, predstojnik katedre za Ekonomiko in ekonomsko teorijo. Prav tako je predaval na Univerzi v Mariboru; Fakulteti za logistiko, kjer je bil predstojnik katedre za ekonomiko (vd.) in Fakulteti za energetiko. Na Univerzi v Mariboru je sodeloval pri ustanovitvi Fakultete za logistiko, Fakultete za energetiko in Fakultete za turizem. Je avtor 28 znanstvenih člankov objavljenih v uglednih znanstvenih revijah, med katerimi so: International Journal of Production Economics, Technological and Economic Development of Economy, Procedia, Sustainability, Financial times FT Business, Facta Universitatis-Economics and Organisation, Economic Theames in drugi, 35 člankov in objav v zbornikih na mednarodnih konferencah, 32 monografij in učbenikov, ki jih je spisal samostojno ali v soavtorstvu, nekatera so bila objavljena v Kluwer Academic Publishers, Springer verlag, 22 zvezkov zaključnih raziskovalnih poročil domačih in mednarodnih projektov, veliko število strokovnih poročil, elaboratov, esejev, ekspertiz, in drugih del, ter raznovrstnih konzultantskih ekspertiz v domačih in tujih podjetjih. V zadnjih desetih letih ima 140 čistih citatov od tega v WOS 56 čistih citatov in 84 citatov v SCOPUSu. Izvoljen je v akademski naziv redni profesor.

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## Abstract

### **Changes in the corporate strategies as public private partnership was implemented in investment of infrastructure in the supply chains of globally oriented companies**

**Research Question (RQ):** Construction of the railway and motorway infrastructure has big impact on the corporate strategies in the supply chains of globally oriented companies. In the article we focus on the issue of modernizations, adaptations of infrastructure and new investment, which were usually planned and implemented in the collaboration of governmental funds - national funding sources. In the past on this basis government helped companies to get sustainable competitive advantages in the supply chain and transformation of distribution systems without any direct companies investment. Unfortunately, nowadays situation does not permit government to afford such investments, also European funds are not sufficient and as the dynamics of economic development of global market force globally oriented companies to be exposed to strong competition, therefore the public private partnership was implemented in investment of infrastructure. In short term companies which will use these strategy will get sustainable competitive advantages. This type of financing will also speed up the economic development, but it has also a long-term impact on globally oriented companies, regional development and individual national economies, as it could be a potential problem of political and commercial risks.

**Purpose:** We wanted to determine how this type of financing of infrastructure (the public private partnership) is impacting on the corporate strategies in the supply chains of globally oriented companies and on the other economic subjects in the micro and macro environment.

**Method:** Analysing complexity of the changes of the state of economic system, and complex fundamental global processes, which have been occurred in long period of time, need to supplement the pure scientific approach with other types of research work, more holistic approach, which is commonly used in Comparative economics. We have taken such an approach in this article.

**Results:** In the article we studied the impact of construction of the railway and motorway infrastructure financed also by the public private partnership capital. Actually this type of financing will in short term allow the companies which use these strategy to get sustainable competitive advantages. It will also speed up the economic development, but it has also a long-term impact on globally oriented companies, regional development and individual national economies, as it could be a potential problem of political and commercial risks in the changed in the micro and macro environment.

**Organization:** The findings can be used to support understanding of micro and macro environment of the companies and contribute for better strategic planning and design of the entire supply chain.

**Society:** The findings can contribute to better understanding of the problem of investment in infrastructure, as it has big impact on the corporate strategies in the supply chains of globally oriented companies.

**Limitations/Future Research:** The complexity of the problem and the dynamic changes in the functioning of the national economies requires in-depth study of changes in the micro and macro environment of the companies.

**Keywords:** Investment in infrastructure, the public private partnership, strategy, effectiveness, efficiency, globalization, the transition process.

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**Beti Godnič** graduated at the Faculty maritime studies and transport; University of Ljubljana. She continued her studies at the Faculty of Economics; University of Ljubljana, where she received the scientific title Master of Science. She received her doctorate at the Faculty of Organizational Studies and started her academic career at the Faculty of Organizational Studies, where she was appointed for lecturer in the subject area of management. She lectures at the Faculty of Organizational Studies since 2015. During her job career in the economy she was at various job positions among others at the marketing department and at the headquarters. She was an independent analyst and independent analyst of related companies. She was appointed for assistant Director of Accounting and also appointed for a member of the Supervisory Board. During her work in the economy, she collaborated with her contributions in scientific monographs, among others in the publication, which were published by the Faculty of Economics; University of Ljubljana, publishing house GV-Gospodarski vestnik, Faculty of Organizational Studies. She is the author of three monographs and four scientific articles.

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**Robert Vodopivec** graduated at the Faculty of Economics; University of Ljubljana, where he also received his scientific title Master of Science. He received Ph.D at the Faculty of Economics; University of Maribor and received scientific title of Doctor of Economic Sciences. Academic career began at Institute for Economic Research, International Centre for Public Enterprises in Developing Countries; predecessor of ICPE-International Centre for Promotion of Enterprises and Transport Institute, where he worked as a research assistant, researcher and independent researcher. As a researcher he was at University of Massachusetts USA. Then he continued his academic career at the University of Ljubljana; Faculty for Maritime Studies and Transport, as a university teacher, where he was Head of Postgraduate studies department, twice elected for Vice Dean for scientific and research work, Member of the Senate, Member of the Board, Chair of the Economics Department. He also lectured at the University of Maribor; Faculty of Logistics, where he was Chair of the Economics Department,(ah.) and Faculty of Energy Technology. At the University of Maribor he participated in the establishment of the Faculty of Logistics, Faculty of Energy Technology and Faculty for Tourism. He is author or co-author of 28 articles, of which several have been published in scientific journals, including International Journal of Production Economics, Technological and Economic Development of Economy, Procedia, Sustainability, Financial Times FT Business, Facta Universitatis-Economics and Organisation, Economic Themas and others, 35 articles and publications in conference proceedings at international conferences, 32 monographs and textbooks, which he wrote independently or in co-authorship, of which some have been published in Kluwer Academic Publishers and Springer, 22 volumes of final research reports from domestic and international projects, a large number of professional papers, essays, large number of expert reports and other works. In last 10 years he has 140 citations in WOS and SCOPUS. He is appointed for full professor.

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## Model uporabe orodij menedžmenta

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### Povzetek

**Raziskovalno vprašanje (RV):** Ugotavljanje vpliva orodij managementa na ekonomsko uspešnosti poslovanja podjetja (donosnost kapitala).

**Namen:** Izdelati SEM model vpliva uporabe orodij managerjev na ekonomsko uspešnost podjetja.

**Metoda:** Kvantitativna raziskava, v kateri smo podatke in informacije pridobili s pomočjo vprašalnika in iskanja po javni bazi podatkov GVin.

**Rezultati:** S pomočjo rezultatov kvantitativne raziskave smo izdelali konceptualni model vpliva uporabe orodij managerjev na ekonomsko uspešnost podjetja.

**Organizacija:** Na podlagi študija sodobne strokovne literature, primerjave različnih, že opravljenih raziskav in ankete vršnih managerjev v velikih in srednje velikih slovenskih podjetjih, smo oblikovali izvirni Model vpliva uporabe izbranih managerskih orodij na donosnost kapitala podjetja.

**Družba:** Raziskava poudarja osredotočenost managerjev na reševanje operativnih problemov in veliko manj poudarja njihovo vizionarstvo in sposobnost vodenja.

**Originalnost:** Na osnovi pridobljenih podatkov smo pridobili nov celovit pogled, znanja in informacije o uporabi izbranih orodij managerjev in njihovem vplivu na donosnost.

**Omejitve/nadaljnje raziskovanje:** Anketiranje je bilo izvedeno v velikih in srednjih podjetjih v Sloveniji, obravnavali bomo izbranih 25 orodij menedžmenta po Rigby-ju, uporabili smo podatke iz javno objavljenih baz.

**Ključne besede:** menedžment, orodja in tehnike managerjev, slovenska podjetja, model, donosnost kapitala, ekonomika podjetja.

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**Mag. Damjan Kreslin** je direktor podjetja Lores. V svoji več kot 25 letni karieri je deloval na vodilnih delovnih mestih doma in v tujini. Vodil je enega od največjih informacijskih projektov v državi. Delal je kot predavatelj na več fakultetah in višjih šolah. Aktivno vodi ali sodeluje pri več strokovnih projektih doma kot v tujini. Ukvvarja se predvsem s področjem menedžmenta, financ in ekonomike. Aktiven je tudi na znanstvenem področju, saj ima s področja dela bogato bibliografijo in objavljena dva samostojna izvirna znanstvena članka. Trenutno na Fakulteti za menedžment v Kopru pripravlja doktorsko disertacijo s področja menedžmenta.

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**Mirko Markič** je doktoriral na Fakulteti za organizacijske vede Univerze v Mariboru s področja organizacijskih ved na temo inoviranja. Po dvanajstih letih delovanja v gospodarstvu se je zaposlil na Fakulteti za management Univerze na Primorskem. Je redni profesor za področje menedžmenta in znanstveni svetnik ter vodja ali član 15 raziskovalnih projektov in projektov z gospodarstvom. Njegova bibliografija obsega več kot 550 enot s področja upravnih in organizacijskih ved ter javnega zdravstva (varstvo pri delu).

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## Abstract

### Self-management with Management Tools

**Research Question (RQ):** Relationship between selected factors in the economic success of the company (return on equity) and the use of management tools.

**Purpose:** To design a model of the impact of the use of manager's tools on economic performance.

**Method:** A quantitative survey in which we obtain data and information obtained through the questionnaire and search the public database of GVIn.

**Results:** Using the results of quantitative research we developed a conceptual model of the impact of the use of manager's tools on economic performance.

**Organization:** Based on the study of contemporary literature, comparisons of different has already carried out research and surveys of executive managers in large and medium-sized Slovenian companies, we formed the original model of the use of selected managerial tools on the profitability of capital companies.

**Society:** Better business contributes to the long-term survival of companies and thus help to social welfare and better macroeconomic picture of the Slovenian economy.

**Originality:** Based on the data obtained, we will gain new insights, knowledge and information on the use of selected tools managers

**Limitations / further research:** The survey will be carried out in large and medium-sized enterprises in Slovenia, we will discuss selected 25 management tools for Rigby-ROM, we will use data from publicly available databases.

**Keywords:** management, manager's tools and techniques, Slovenian companies, model, Return On Equity, economics.

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**Mag. Damijan Kreslin** is the director of Lores. In his more than 25 year career, he worked in leading positions at home and abroad. It has lead one of the largest IT projects in the country. He worked as a lecturer at GEA College Ljubljana, Polytechnic Nova Gorica, College of Management in the subjects of Economics and Accounting. He also lectured at ECNM in Novo Mesto. Active leads or participates in several professional projects at home and abroad. He was also the editor in chief of the magazine Profit. It mainly deals with the areas of management, finance and economics. It is also active in the scientific field, it has rich bibliography and published two independent original scientific articles. Currently at the Faculty of Management in Koper preparing a doctoral thesis in the field of management.

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**Mirko Markič** earned his PhD in the field of organizational science on the subject of innovation at the University of Maribor. After 12 years of activity in the automotive industry, he was employed at the University of Primorska, Faculty of Management. He is a professor of management, a scientific counsellor, and a leader/member of 16 research projects and projects on the economy. His bibliography comprises more than 550 publications in the field of management and organizational sciences.

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