



Sveučilište u Zagrebu
EKONOMSKI FAKULTET
Zagreb - Hrvatska

Uredništvo

Poslovna ekonomija

doc. dr. sc. Nina Pološki Vokić, voditeljica projekta
doc. dr. sc. Dubravka Sinčić Čorić, zamjenica voditeljice projekta

Ekonomija

doc. dr. sc. Alka Obadić
doc. dr. sc. Josip Tica

RETROSPEKTIVA SERIJE ČLANAKA U NASTAJANJU

WORKING PAPER SERIES RETROSPECTIVE

2006-2008

SADRŽAJ

RIJEČ UREDNIŠTVA (str. 2)

POJMOVNIK (str. 2)

NAJČEŠĆE POSTAVLJANA PITANJA (str. 3)

STATISTIKA ČLANAKA PO VRSTAMA, DALJNJOJ OBJAVI, ZVANJU AUTORA I KATEDRAMA (str. 3)

STATISTIKA UČITAVANJA ČLANAKA I PREGLEDAVANJA SAŽETAKA (str. 5)

SAŽECI OBJAVLJENIH ČLANAKA I INFORMACIJE O NJIHOVOM DALJNJEM OBJAVLJIVANJU (str. 7)

MIŠLJENJA O SERIJI (str. 16)



SVEUČILIŠTE U
ZAGREBU



Riječ uredništva

Poštovani čitatelji!

Projekt Serija članka u nastajanju pokrenut je na Ekonomskom fakultetu u Zagrebu kako bi se objavljivali članci naših nastavnika temeljeni na najnovijim istraživanjima te kako bi se time Fakultet promovirao u međunarodnoj znanstvenoj javnosti. Do sada je u Seriji objavljeno ukupno 37 članaka, što nas svrstava među aktivnije serije pri visokoškolskim institucijama. Serija je listirana na RePEc-u, može se pretraživati putem više pretraživača, te je povezana s više znanstvenih baza i servisa, što ju čini dostupnom globalnoj znanstvenoj mreži. Zahvaljujući publiciranju u Seriji neki su od naših kolega prepoznati kao eksperti u svom području i pozvani recenzirati za potrebe eminentnih svjetskih časopisa, biti gosti izlagачi na međunarodnim konferencijama ili objaviti svoje članke u časopisima ili knjigama. Pri tome je iznimno pohvalno što su najveći doprinos Seriji dali mlađi članovi Fakulteta. Drago nam je što su prepoznali Seriju kao mjesto prve objave svojih članaka koje su kasnije razvili u članke objavljene u časopisima ili izložene na konferencijama, što je i svrha svake serije članaka u nastajanju.

Ovom Retrospektivom željeli smo ponajprije prikazati što je do sada u Seriji objavljeno. Potom, shvativši da još uvjek postoje određene nejasnoće vezane uz Seriju, poput toga koje su koristi od objave u Seriji ili zašto su članci različite kvalitete, smatrali smo potrebnim razriješiti ih. Konačno, željeli smo sa Serijom upoznati naše novozaposlene kolege.

U Retrospektivi su objašnjeni pojmovi vezani uz Seriju te dati odgovori na vaša najčešće postavljana pitanja. Nadalje, prikazane su statistike članaka objavljenih u Seriji prema različitim kriterijima. Osim udjela članaka prema kategorijama u Seriji i kategorijama njihove daljnje objave, prikazane su i zbirne informacije o autorima članaka te informacije o čitanosti članaka i sažetaka u međunarodnoj javnosti. Slijede sažeci svih objavljenih članaka te informacije o tome što se sa člancima naknadno dogodilo. Na samom kraju Retrospektive iznosimo mišljenja o Seriji, nadajući se da će vas ona potaknuti objaviti u Seriji.

Zadovoljstvo nam je što smo prvu Retrospektivu Serije članaka u nastajanju objavili povodom 88. obljetnice Fakulteta. Pozdravljamo vas do sljedeće Retrospektive i pozivamo da svojim radovima pridonesete kvaliteti i čitanosti Serije!

Uredništvo

Pojmovnik

Serija članka u nastajanju (Working Paper Series – WPS) je elektroničko izdanje znanstvenih i stručnih članaka u nastajanju.

Članak u nastajanju je svaki članak iz područja ekonomije i poslovne ekonomije namijenjen dalnjem objavljivanju ili izlaganju na konferenciji. Što sve može biti članak u nastajanju vidjeti pod Indeks vrste rada.

Autor/i članka u nastajanju su profesori, docenti, asistenti, znanstveni novaci, stručni suradnici, gosti profesori te poslijediplomski studenti i polaznici programa cjeloživotnog obrazovanja EFZG-a.

Čitatelji Serije su domaći i inozemni znanstvenici i stručnjaci.

Klasifikacija članka u Seriji temelji se na JEL klasifikaciji (vidjeti u nastavku) i indeksima interne klasifikacije Serije (vidjeti na www.efzg.hr/wps).

JEL klasifikacija (Journal of Economic Literature Classification) je sustav klasifikacije radova iz područja ekonomije utemeljen od strane časopisa *Journal of Economic Literature*. Klasificira radove u 20

osnovnih kategorija, od kojih svaka ima veći broj podkategorija (potpunu klasifikaciju vidjeti na http://www.aeaweb.org/journal/jel_class_system.html).

Indeks vrste rada označava vrstu rada prema internoj klasifikaciji Serije. Postoje sljedeće vrste radova: 1 = članci namijeneni objavi ili izlaganju; 2 = članci prezentirani na simpozijima; 3 = rezultati internih projekata u obliku članaka; 4 = članci studenata poslijediplomskih i doktorskih studija te programa cjeloživotnog obrazovanja; 5 = članci temeljeni na komercijalnim projektima.

RePEc (Research Papers in Economics) je decentralizirana baza podataka koja trenutačno sadrži 254 000 članaka u nastajanju, 370 000 objavljenih članaka u časopisima, 4 200 knjiga ili poglavlja u knjigama, 17 600 autora, 10 800 institucija s potpunim kontaktima i 1 600 kodova za softvere koji se koriste u istraživanjima, a čiji je materijal slobodno dostupan. Nastala je kao suradnički projekt volontera iz 65 zemalja svijeta s ciljem širenja istraživanja u ekonomiji. Moguće ju je pretraživati putem Econpapers-a i LogEc-a te je povezana s bazama IDEAS, MPRA i EDIRC i servisima NEP i CITATIONS IN ECONOMICS.

Najčešće postavljana pitanja

Pitanje: Zašto objaviti u Seriji?

Odgovor: Osnovni su razlozi objave članka u Seriji sljedeći: (1) dobivanje povratnih informacija, sugestija i kritika u svrhu poboljšanja rada za objavljivanje u časopisu ili izlaganje na konferenciji, (2) pravno osiguranje vlasništva (copyright) nad rezultatima istraživanja, (3) informiranje šire znanstvene i stručne javnosti o člancima i istraživanjima koja se provode, (4) osiguranje dostupnosti rezultata istraživanja većem broju korisnika i (5) promocija autora u znanstvenoj i stručnoj javnosti diljem svijeta. Osim toga moguće koristi od objave članka u Seriji su i: (1) poziv na daljnju objavu u časopisima i/ili knjigama, (2) poziv na sudjelovanje na konferencijama (s tim člancima ili zbog stručnosti u području), (3) poziv na recenziranje, (4) poziv za članstvo u uredništvima časopisa/konferencija.

Pitanje: Je li članak u nastajanju vrijedan izvor literature?

Odgovor: Članci u nastajanju prikazuju najsvježije rezultate teorijskih i empirijskih istraživanja, što ukazuje na to koja su područja i teme aktualne te kakva se istraživanja provode. Dodatno, članci u seriji imaju mali vremenski odmak od trenutka istraživanja do trenutka objave, za razliku od objava na konferencijama a pogotovo u časopisima. Sve navedeno zasigurno ih svrstava među vrijedne izvore pri pisanju radova. Kako se navode članci iz Serije može se vidjeti na www.efzq.hr/wps.

Pitanje: Gdje je naš WPS u odnosu na druge po broju objavljenih članaka?

Odgovor: Prosječno se u Seriji godišnje objavljuje 12 članka, slično kao i na drugim ekonomskim

fakultetima. Tablica prikazuje koliko se prosječno godišnje članaka objavljuje na ekonomskim fakultetima/odjelima odabralih europskih sveučilišta.

Sveučilište	Prosječan broj članaka godišnje
Bocconi	14
Navarra	13
Nova de Lisboa	17
St. Gallen	25
Wien	10
Zagreb	12

Pitanje: Zašto su članci objavljeni u Seriji različite kvalitete?

Odgovor: Uobičajeno je da radovi koji se objavljaju u serijama članaka u nastajanju ne podliježu recenziji koju je potrebno proći za objavu u časopisima ili zbornicima radova s konferencijom. Namjera takvih serija je učiniti rezultate istraživanja prikazane u člancima dostupnima široj znanstvenoj i stručnoj javnosti te pozvati na raspravu u svrhu poboljšanja članaka prije njihovog konačnog objavljivanja. Na autorima je odgovornost za kvalitetu objavljenog teksta.

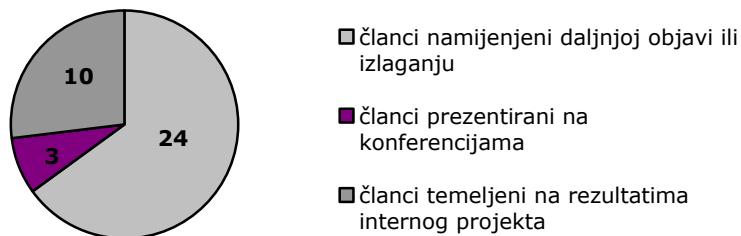
Pitanje: Vrednuju li se članci objavljeni u Seriji pri izboru u više znanstveno-nastavno zvanje?

Odgovor: Ne, prema postojećem Pravilniku o uvjetima za izbor u znanstvena zvanja u RH, nema osnove za vrednovanje članaka koji su objavljeni samo u Seriji (a nisu naknadno objavljeni u časopisu ili u zborniku radova s konferencije), prvenstveno zbog toga što ne podliježu recenziji.

Statistika članaka po vrstama, daljnjoj objavi, zvanju autora i katedrama

Namjera prikaza u nastavku je informirati o udjelu pojedinih vrsta članaka u ukupnom broju objavljen članaka u Seriji, udjelu kategorija daljnje objave članaka, autorskim doprinosima pojedinih katedri te zvanju autora.

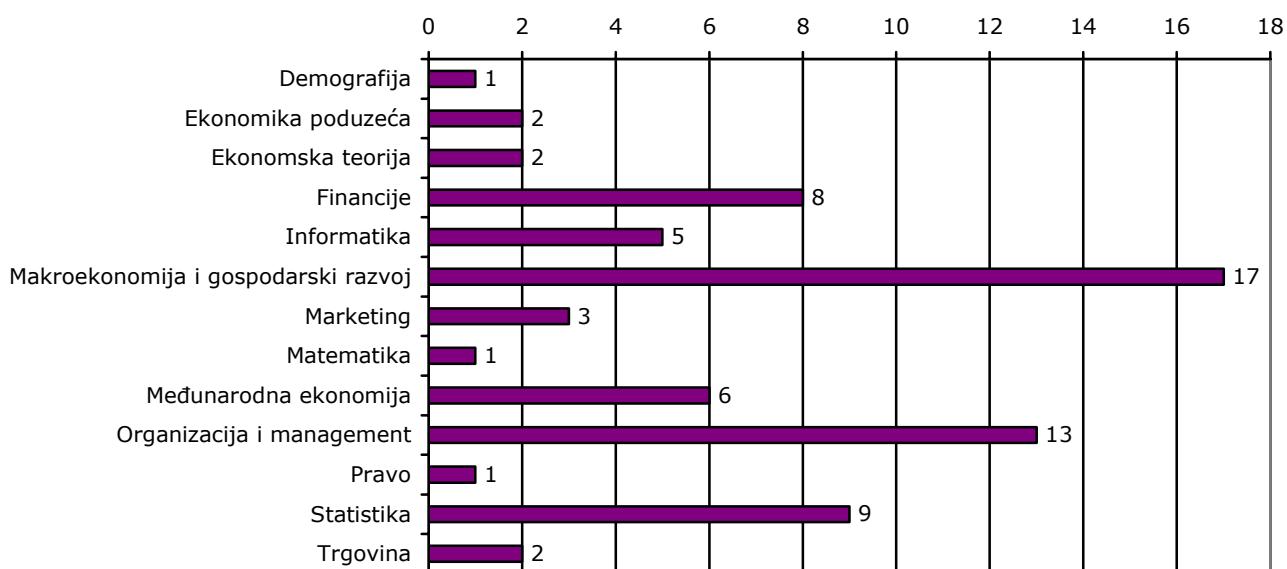
Slika 1. prikazuje udjele članaka prema indeksima vrsta članaka u Seriji. Najveći dio članaka predstavljaju članci namijenjeni daljnjoj objavi ili izlaganju (ukupno 24). Nakon njih slijede članci temeljeni na rezultatima internog projekta (ukupno 10), dok je najmanji udio članaka izloženih na konferencijama (ukupno 3).

Slika 1. Udjeli članaka prema indeksima vrsta članaka

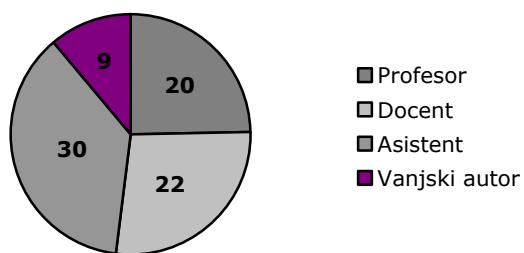
Većina članaka objavljenih u Seriji kasnije je objavljena u časopisima i zbornicima i/ili prezentirana na konferencijama. Slika 2. prikazuje udjele kategorija daljnje objave članaka. Zanimljivo je i pohvalno da je od 18 kasnije objavljenih članaka u časopisima i zbornicima najveći dio u kategoriji a1 (6 članaka u časopisima i 8 članaka u zbornicima).

Slika 2. Udjeli kategorija daljnje objave članaka

Na Slici 3. prikazano je koliko puta se kao autori članaka pojavljuju kolege s pojedinih katedri. Kao što je vidljivo, najviše su objavljivali članovi Katedre za makroekonomiju i gospodarski razvoj, a nažalost članovi nekih katedri nisu do sada objavili u Seriji.

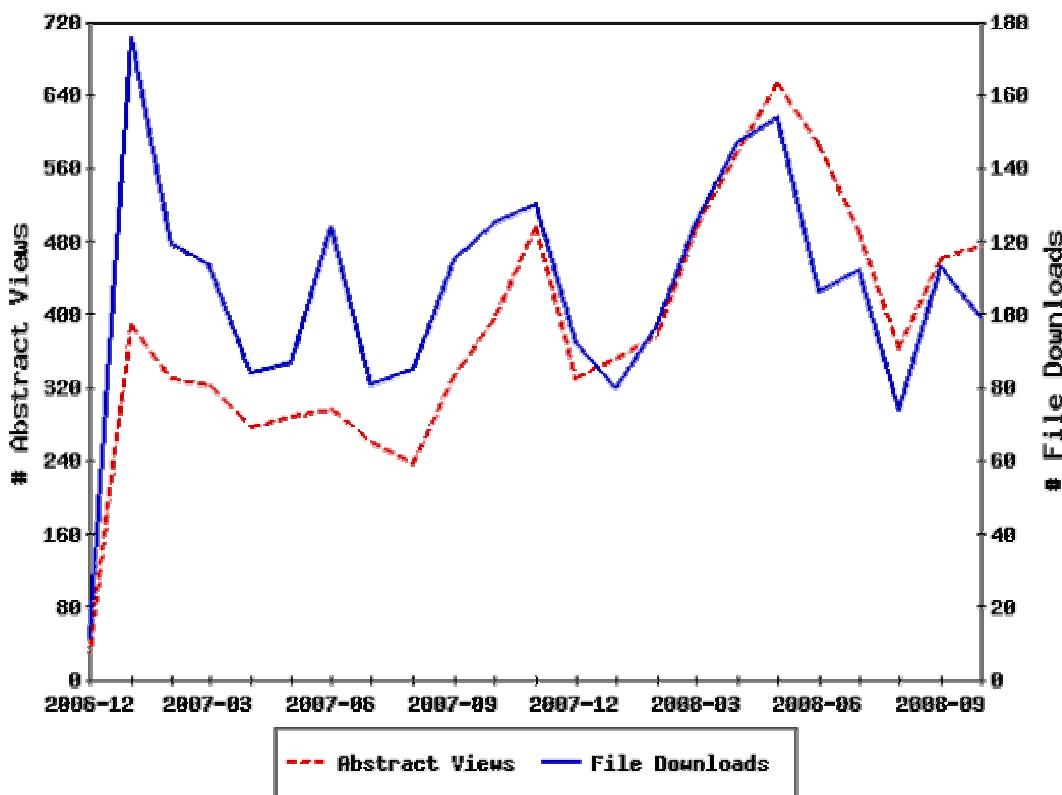
Slika 3. Autorski doprinos katedri EFZG

Slika 4. prikazuje u kojem su zvanju (znanstveno-nastavnom ili suradničkom) autori članaka objavljenih u Seriji. Kao što se može primjetiti najveći je doprinos asistenata (ukupno njih 30), koji su u najvećoj mjeri prepoznali vrijednost objavljivanja u digitalnim publikacijama članaka u nastajanju.

Slika 4. Zvanja autora članaka

Statistika učitavanja članaka i pregledavanja sažetaka

U nastavku je prikazana statistika učitavanja članaka i pregledavanja sažetaka Serije koju na redovitoj osnovi izrađuje RePEC. Od početka Serije do danas ukupno su sažeci naših članaka pregledani 8884 puta, a članci učitani 2449 puta. Na slici 5. se može vidjeti da je mjesечно prosječno učitano 100 članaka te pregledano 400 sažetaka.

Slika 5. Prosječno mjesечно učitavanje članaka i pregledavanje sažetaka

Izvor: <http://logec.repec.org/scripts/seriesstat.pl?item=repec:zag:wpaper>

U nastavku je prikazano koliko su često učitavani pojedini članci te pregladani njihovi sažeci, ukupno, u zadnja tri mjeseca te zadnji mjesec, pri čemu je potrebno uvažiti datum objave članka u Seriji.

Slika 6. Članci prema ukupnom broju učitavanja

LogEc Toplisting - Microsoft Internet Explorer

Datoteka Uređivanje Prikaz Favoriti Alati Pomoć

Nazad

Pretraži Favoriti Adresa <http://logec.repec.org/scripts/seritemstat.pl?topnum=40&mrange>No&fm=&lm=&h=RePEc%3Azag%3Awpaper&.submit=New+List&.cgifields=mrange> Ići Links >

EFZG Working Papers Series

Faculty of Economics and Business, University of Zagreb

Top 40 Working Papers by Total File Downloads

Rank	Working Paper	Click on a column heading to sort by a different category					
		File Downloads		Abstract Views			
Last month	3 months	Total	Last month	3 months	Total		
1	Integrating internal communications, human resource management and marketing concepts into the new internal marketing philosophy <i>Dubravka Šindić and Nina Pološki Vukić</i>	17	44	264	72	201 1,017	
2	The Harrod-Balassa-Samuelson Effect: A Survey of Empirical Evidence <i>Josip Tica and Ivo Družić</i>	8	28	246	20	57 522	
3	A Relative Unit Labor Cost: Case of Accession Countries <i>Josip Tica and Ljubo Jurčić</i>	5	18	133	23	50 445	
4	Historical Perspective of the Role of Technology in Economic Development <i>Jurica Simuraga and Josip Tica</i>	8	15	129	21	57 378	
5	HRM as a significant factor for achieving competitiveness through people – The case of Croatia <i>Nina Pološki Vukić and Maja Vidović</i>	2	8	126	14	53 462	
6	Fiscal system and fiscal relations in the European Union: political restraints and alternative approach to public finance <i>Hrvoje Smilović</i>	1	13	120	15	47 266	
7	Menadžment poslovnih procesa i znanja u hrvatskim poduzećima <i>Bosilj Vučkić, Vesna Mario Spremić, Mišlav Ante Omazić, Maja Vidović and Tomislav Hermaus</i>	5	7	111	27	52 538	
8	Finansijska liberalizacija, monetarna i fiskalna politika Evropske unije <i>Mato Grgić, Vlatka Bilas and Hrvoje Smilović</i>	2	7	101	25	54 530	
9	Business Ethics in Transition Countries – Cluster Analysis of Behavior and Attitudes <i>Marina Đabić, Marina Pejčić Bach and Naja Podrug</i>	8	14	85	29	62 373	
10	Regionalni klasteri i novo zapošljavanje u Hrvatskoj <i>Mirjana Dragičević and Alka Obadić</i>	2	7	84	9	58 437	
11	Tourism, welfare and real estate market in small open economy: the case of Croatia <i>Ivo Družić, Vladimir Čavrank and Josip Tica</i>	3	7	79	5	23 188	
11	Uloga inozemnih izravnih ulaganja i načini poticanja <i>Vlatka Bilas and Sanja Franc</i>	3	6	79	32	47 337	
13	Individual differences and occupational stress perceived: a Croatian survey <i>Nina Pološki and Ana Bogdanić</i>	3	6	78	19	57 366	
14	Threshold Autoregressive Model of Exchange Rate Pass through Effect: The Case of Croatia <i>Petra Posedel and Josip Tica</i>	2	7	74	10	25 145	
15	Razvojni mjerodavni instrumenti za evaluaciju zadovoljstva internom komunikacijom u organizacijama <i>Ana Tkalec Verčić, Nina Pološki Vukić and Dubravka Šindić</i>	0	5	67	8	33 301	
15	A review of the rationales for corporate risk management: fashion or the need? <i>Danijela Miloš, Metka Tekavčić and Željko Sević</i>	3	8	67	10	37 185	
17	Multivariate Cointegration Technique Estimation of Health Demand Function: The Case of Croatia <i>Josip Tica and Sime Smilović</i>	2	6	60	8	26 170	
18	Utjecaj fiskalnog sustava i fiskalne politike na konkurenčnost gospodarstva <i>Hrvoje Smilović</i>	1	5	56	8	20 265	
19	How do Croatian Companies make Corporate Risk Management Decisions: Evidence from the Field <i>Danijela Miloš</i>	4	7	53	13	27 134	
20	Does It Pay to Invest in Education in Croatia? <i>Boris Vučić and Vedran Sošić</i>	0	1	46	6	18 117	
21	Terms and conditions for the implementation of Inflation targeting in Croatia <i>Tomislav Čorić</i>	0	2	43	5	20 137	
22	Istraživanje primjene metoda upravljanja finansijskim rizicima u hrvatskim poduzećima - anketa na uzorku poduzeća <i>Ksenija Dumčić, Mirjana Čižmešija, Anita Pavković and Ana Andrić</i>	1	3	40	3	17 176	
23	The coordination between education and employment policies <i>Alka Obadić and Sanja Porić</i>	1	9	36	8	26 60	
24	Analiza radnog kontingenca i ekonomska aktivnost stanovništva Hrvatske <i>Alka Obadić and Sime Smilović</i>	5	8	33	17	29 226	
25	Primjena odabranih statističkih metoda u ispitivanju karakteristika korištenja bankovnih usluga finansijskog savjetovanja od strane poduzeća u Hrvatskoj <i>Ksenija Dumčić, Nataša Kurnoga Živadinović, Anita Pavković and Marko Slipčević</i>	0	4	32	2	18 128	
26	Virtual Mentorship as an Advanced Method of Knowledge and Experience Sharing and Network Building <i>Mišlav Ante Omazić and Dario Blažeković</i>	0	4	27	9	21 79	
26	Konceptualni okvir razmišljanja o budućem razvoju u Hrvatskoj <i>Mirjana Dragičević</i>	0	1	27	3	6 126	
28	Structural breaks and Purchasing Power Parity in the CEE and Post-War former Yugoslav States <i>Robert Sonora and Josip Tica</i>	4	9	26	8	28 52	
29	Control of Global Business – Legal Questions and Tendencies <i>Deša Milikotin Tomić and Maja Božina</i>	1	6	25	14	42 155	
30	Pregled metodologije konjunkturnih istraživanja zemalja Europske unije i hrvatsko iskustvo <i>Ivan Sošić, Vlasta Bahovec and Mirjana Čižmešija</i>	0	1	24	4	10 114	
31	Izgradnja prototipa e-learning modela za segment nastavnog procesa kolegija Informatika <i>Željka Požgar, Blaženka Knežević and Krešimir Kristić</i>	1	3	22	7	19 163	
32	On the Impacts of Economic Freedom on International Trade Flows: Asymmetries and Freedom Components <i>Robert Sonora</i>	4	12	17	8	21 36	
33	Primjena međunarodnih normi u hrvatskoj šumarskoj i drvnoj industriji <i>Tonči Lazibat and Tomislav Baković</i>	0	0	15	3	6 83	
34	Indirektno vs direktno dsezoniranje aregatnih vremenskih nivoa <i>Ivan Sošić, Vlasta Bahovec, Mirjana Čižmešija and Nataša Kurnoga Živadinović</i>	1	0	13	2	5 79	
35	Porezni poticaji za izgradnju konkurenčnosti <i>Hrvoje Smilović</i>	3	5	11	8	25 40	
36	Process-based Organization Design Model: Theoretical Review and Model Conceptualization <i>Tomislav Hermaus</i>	0	0	0	0	0 0	
36	Generic Process Transformation Model: Transition to Process-based Organization <i>Tomislav Hermaus</i>	0	0	0	0	0 0	

Statistics updated 2008-11-04

LogEc Home

Top Working Papers
[Top Journal Articles](#)
[Top Books](#)
[Top Chapters](#)
[Top Software Items](#)

Top Authors

New Top Listing
 Items to list:
 Ranking for a range of months:
 Yes No
 First month:
 Last month:
 New List

View statistics for this Working Paper Series

RePEc
 LogEc provides access and usage for services based on the RePEc data set.

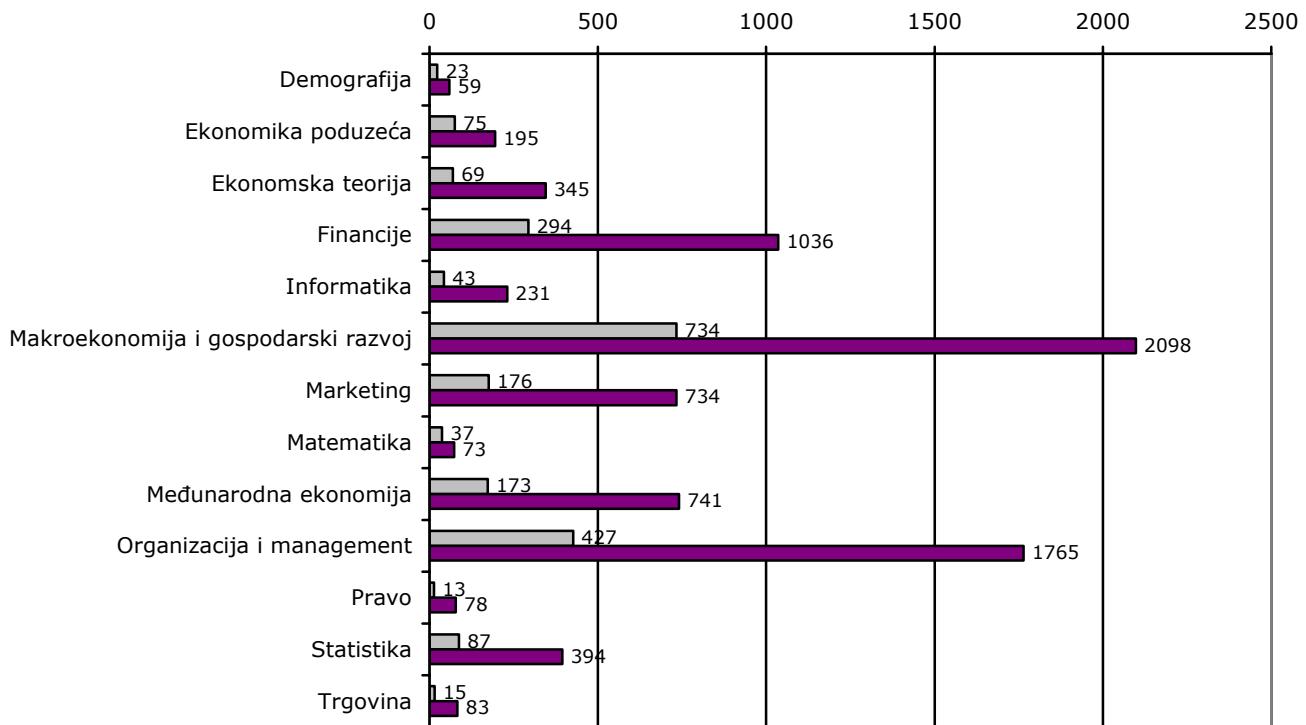
LogEc is hosted by the Swedish Business School at Örebro University.

Questions or comments? Please see our explanation of how the statistics are collected or e-mail logec@oru.se

Izvor: <http://logec.repec.org/scripts/seritemstat.pl?topnum=37;mrange>No;fm=;lm=;h=RePEc%3Azag%3Awpaper;.cgifields=mrange;sortby=td>

Na slici 7. prikazan je ukupan broj učitavanja članka i pregledavanja sažetaka po katedrama EFZG-a.

Slika 7. Autorski doprinos katedri prema broju učitanih članaka i pregledanih sažetaka



Sažeci objavljenih članaka i informacije o njihovom dalnjem objavljivanju

U nastavku su prikazani sažeci članaka do sada objavljenih u Seriji članaka u nastajanju te je navedeno što se kasnije s člancima dogodilo. Dio članaka objavljen je ili čeka na objavu u časopisu, a dio članaka je prezentiran na konferencijama, od kojih su neki i objavljeni u zbornicima tih konferencija. Ostale članke kolege pripremaju za objavu. Objava u Seriji predstavljala je prvi korak u izradi finalnih verzija članaka, a neki od njih su čak razvijeni u više različitih članaka.

Članak 08-07

Generic Process Transformation Model: Transition to Process-based Organization

Tomislav Hernaus

Članak je objavljen u zborniku međunarodne konferencije «The 2008 Proceedings of the International Academy of Management and Business – IAMB Conference» održanoj 2008. godine u San Diegu, SAD u kategoriji a1 rada.

The competitive global market climate of the new millennium has raised awareness of business processes as the most important management paradigm (Levi, 2002). Consequently, process elements, as well as process-based organizational solutions, have become an emergent need. However, the question is how companies should transform themselves to become more process-oriented? Many attempts under the helm of Business Process Reengineering movement were not successful in reaching benefits of lateral orientation, what additionally emphasizes the delicacy of business process transformation. Concerning the literature, there is a lack of clarity and presence of organizational change models which could provide managers with guidance for process transformation. The models are mostly focused on the transformation generally, and they do not address the specificity of a change from traditional to process paradigm. Furthermore, they are mostly single-oriented, either on the organizational elements or steps which should be taken during the change, thus only partially answering the dilemma. The purpose of the paper is to present an overview of existing transformation models which could be relevant for taking a process journey, as well as propose a Generic Process Transformation Model which should be able to ensure smooth transition, with emphasis on specific problems related to process transformation. Although the proposed model is theoretically and logically based, without empirical evidence, it represents a first step in convergence of process transformation concepts to business world. Ultimately, only its usage in a real world would or would not prove its severity.

Članak 08-06

Process-based Organization Design Model: Theoretical Review and Model Conceptualization*Tomislav Hernaus*

Članak je prezentiran 2008. godine na međunarodnoj konferenciji «Third International Workshop on Organization Design» održanoj u Aarhusu, Danska.

Competitive trends are pushing executives to rethink traditional design configurations. Companies are forced to focus on the flow of work within organizations, but as well as between them, which emphasizes process orientation as a new management paradigm. Inefficiencies of the two most commonly present structures – functional and divisional, in addition to emerging business trends, place the emphasis on a process-based organization as one of the possible solutions. Regardless of a large interest on business processes, existing organization design theory offers only general guidelines for process-based organizations or more precisely, a process-based organization design model. Consequently, the purpose of the paper is to demystify process-based organization design model. By clearly distinguishing between different levels of process orientation, and by addressing characteristics of the chosen model the paper will lead to better understanding of this way of organizing. Eventually, an operationalized model of process-based organization is developed. Besides structural elements, which will be in the primary focus, the paper will discuss the alignment of all other important organization design elements for process environment (e.g., management style, reward systems, performance metrics, people practices, organizational culture, etc.). There would be proposed necessary adjustments of organizational elements which should be aligned with the process-based structural solution. In such way, some of the blind spots of process-based organization design model would be revealed, providing practical implications for its implementation and ultimately, offering solution for rising business complexity.

Članak 08-05

On the Impacts of Economic Freedom on International Trade Flows: Asymmetries and Freedom Components*Robert J. Sonora*

Sažetak članka je objavljen na konferenciji «83th Annual Conference of Western Economic Association» održanoj u Honolulu, USA te se očekuje objavljanje članka u zborniku te konferencije u kategoriji a1.

This paper employs a gravity equation to estimate the effects of economic freedom on U.S. consumer exports and imports for 131 countries over the years 2000-2005. Using the newly updated Fraser Institute's Economic Freedom of the World Index, we find that increased economic freedom in the rest of the world would increase the United States' overall trade volume. We also consider whether imports and exports are affected asymmetrically with respect to income, transaction costs, and economic freedom. We find considerable differences in how these variables affect imports and exports of consumer goods. Our results also give some insight into how economic freedom might affect the U.S. trade position.

Članak 08-04

Structural Breaks and Purchasing Power Parity in the CEE and Post-War former Yugoslav States*Robert J. Sonora, Josip Tica*

Sažetak članka objavljen je 2008. godine na konferenciji «83th Annual Conference of Western Economic Association» održanoj u Honolulu, SAD, dok je cijelokupni članak poslan na recenziju za objavljanje u časopisu *Economic Letters*.

In this paper we investigate purchasing power parity in the CEE and post-War former-Yugoslav states during EU integration process 1994-2006. This work stems from longer term tests of real exchange rate convergence in the former Yugoslavia. This period is of interest on two fronts: First, it investigates real exchange dynamics in the aftermath of war financed in part through seigniorage; and second, we investigate the level of economic integration with the European Union following the break up of the former Yugoslavia. Given the short run nature of the available data we use panel unit root tests with and without structural breaks. Preliminary results suggest that real exchange rates between the former Yugoslav states and Germany are stationary when breaks are accounted for. Given the size of nominal shocks in the region, particularly in the early 1990s, preliminary results indicate that convergence to the long run equilibrium is relatively quick.

Članak 08-03

Porezni poticaji za izgradnju konkurentnosti*Hrvoje Šimović*

Članak je objavljen u Zborniku 43. simpozija Hrvatske zajednice računovođa i finansijskih djelatnika održanom u Puli 2008. godine u kategoriji a2 rada.

U radu se analiziraju porezni poticaji koji se najčešće koriste u svrhu izgradnje konkurenčnosti. To su prije svega poticaji u sklopu poreza na dobit kao porezni praznici, razne olakšice po osnovi ulaganja i snižena porezna stopa. U radu se ističe kako porezni poticaj moraju biti u funkciji industrijske politike kako bi bili što učinkovitiji u ostvarivanju svoje funkcije. Osim što se daje pregled najvažnijih poreznih poticaja, u radu se daje osvrt na njihove karakteristike, prednosti, nedostatke te učinkovitost. Na kraju se daje pregled postojećih poreznih poticaja u Hrvatskoj s posebnim osvrtom na prilagodbu politici državnih potpora, odnosno prilagodbu pravilima EU.

Članak 08-02

The coordination between education and employment policies*Alka Obadić, Sanja Porić*

Članak je objavljen u zborniku radova međunarodne konferencije «4th International Conference – An Enterprise Odyssey: Tourism – Governance and Entrepreneurship» održanoj 2008. godine u Cavatu, Hrvatska u kategoriji a1.

At the end of the 20th century, knowledge production has been radically transformed. As knew knowledge economies and US were becoming an increasing threat for EU, the Lisbon Strategy was set to treat the economic problems that EU is facing. This article discusses and evaluates the potential of the Lisbon Agenda and presents the ways how growth in GDP per capita and employability could be increased by synchronized education and employment policies. It is widely believed that jobs are becoming more and more demanding of skills and as a result workers need to upgrade their skills or risk loosing out in the competition for jobs in the new economy. The research confirms that the reason why many of these unemployed workers might be considered "unemployable in a modern economy" is their comparatively low level of education. Employment rates rise with educational attainment and higher educated

individuals also face a more stable labour market than lower educated individuals. The research concludes that in situation of stable higher unemployment rates and higher demand for specific labour skills it is obvious that the coordination between employment and education policies is needed. To ensure employability, policies for promoting education and lifelong learning have to be adjusted to changes in the economy and society.

Članak 08-01

Virtual Mentorship as an Advanced Method of Knowledge and Experience Sharing and Network Building

Mislav Ante Omazić, Dario Blažeković

Članak je izložen 2008. godine na međunarodnoj konferenciji «Business & Economics Society International Conference» održanoj u Laganu, Švicarska te će biti objavljen u zborniku te konferencije.

Access to advanced ideas, specific information, advanced expertise, accumulated experience and applicable knowledge are key competitive determinants of those that want to prosper in knowledge based society. In other words human capital is principal competitive advantage of knowledge based economies. Trends in today's world are making us rethink the methods of delivering knowledge. In order to answer to those trends and as a proactive effort to foster their global competitiveness top students from two most influenced graduate schools (Faculty of Economics and Business and Faculty Electrical Engineering and Computing both within University of Zagreb) in Croatia gathered within eSTUDENT initiative and they have started project "Virtual Mentorship". Its primary goal is to initialize and organize cooperation between senior undergraduate students from Croatian universities and acknowledged members of academic society and business world who live abroad but do have originated from Croatia. Purpose of the project is to establish mentor-protégé relationship between these two parties that will enable students to learn and improve their knowledge as well as gain new skills through quality virtual communication with respectable scientists and professionals. This project has a great potential and significance for development of Croatian system of education as well as for improvement of Croatian labor competitiveness in general. Its significance lies primarily on impacts that Virtual Mentorship has on educational system.

Članak 07-15

Threshold Autoregressive Model of Exchange Rate Pass through Effect: The Case of Croatia

Petra Posedel, Josip Tica

Sažetak članka je objavljen 2008. godine na konferenciji «49th annual conference of the NZ association of economists» održanoj u Wellingtonu, Novi Zeland.

In this paper exchange rate pass-through effect in Croatia is estimated with nonlinear (asymmetric) threshold autoregressive model (TAR). In total 12285 regressions is estimated and a strong case of nonlinearity with single threshold is proven. According to our estimation there is a threshold at 2.69% of monthly change of nominal exchange rate of German mark (Euro) and the way in which nominal exchange rate affects inflation is asymmetric around it. Below the threshold, effect of change in nominal exchange rate on inflation is statistically insignificant and above the threshold the effect is strong and significant.

Članak 07-14

A review of the rationales for corporate risk management: fashion or the need?

Danijela Miloš Sprčić, Metka Tekavčić, Željko Šević

Članak je objavljen u časopisu *International Journal of Economic Sciences and Applied Research* u kategoriji a2 rada.

This paper presents the extensive literature survey based both on theoretical rationales for hedging as well as the empirical evidence that support the implications of the theory regarding the arguments for the corporate risk management relevance and its influence on the company's value. The survey of literature presented in this paper has revealed that there are two chief classes of rationales for corporate decision to hedge - *maximisation of shareholder value or maximisation of managers' private utility*. If corporate hedging decisions are capable of increasing firm values, they can do so by reducing the volatility of cash flows. The literature survey presented in this paper has revealed that, by hedging financial risks firms can decrease cash flow volatility, what leads to a lower variance of firm value. This means that not only a firm value is moving less, but that the probability of occurring low values is smaller than without hedging. Reduced volatility of cash flows results in decreased costs of financial distress and expected taxes, thereby enhancing the present value of expected future cash flows. Additionally, it reduces the costs associated with information "asymmetries" by signalling management's view of the company's prospects to investors, or it reduces agency problems. In addition, reducing cash flow volatility can improve the probability of having sufficient internal funds for planned investments eliminating the need either to cut profitable projects or bear the transaction costs of obtaining external funding. However, it needs to be emphasised that there is no consensus as to what hedging rationale is the most important in explaining risk management as a corporate policy. It can be concluded that the total benefit of hedging is the combination of all these motives and, if the costs of using corporate risk management instruments are less than the benefits provided via the avenues mentioned, or any other benefit perceived by the market, then risk management is a shareholder-value enhancing activity.

Članak 07-13

How do Croatian Companies make Corporate Risk Management Decisions: Evidence from the Field

Danijela Miloš Sprčić

Članak je objavljen 2007. godine u časopisu *Ekonomski pregled* u kategoriji a1 rada.

According to the Capital Asset Pricing Model and the Modigliani-Miller theorem, corporate risk management is irrelevant to the value of the firm. However, it is apparent that managers are constantly engaged in hedging activities that are directed at the reduction of corporate risks. As an explanation for this clash between theory and practice, imperfections in the capital market are used to argue for the relevance of corporate risk management function. This paper analyses corporate risk management practices and decision to hedge in large Croatian non-financial companies. It explores if decision to hedge corporate risks in the analysed companies is a function of several firm's characteristics that have been proven as relevant in making risk management decisions.

Članak 07-12

Integrating internal communications, human resource management and marketing concepts into the new internal marketing philosophy

Dubravka Sinčić, Nina Pološki Vokić

Članak je poslan na recenziju za časopis *European Journal of Marketing*.

Successful companies attach great importance to human resource management and internal communications, because they are aware of the value of those activities and of strategic advantage they can bring to the organization. They should also realize that it is necessary to live internal marketing philosophy, if they stream to offer quality products and services to both markets: internal and external. The idea of satisfied employees for the benefit of satisfied customers is accepted and developed by both academicians and practitioners, through the concepts of internal marketing (IM), internal communications (IC) and human resource management (HRM). Consequently, the paper had two objectives: (1) to analyze concepts of IM, IC and HRM parallelly, and define their scopes, overlaps and differences; and (2) to propose a new internal marketing philosophy that combines three before mentioned concepts. The conclusion that emerged after reaching both objectives was that the new internal marketing philosophy should be grounded in a relationship marketing theory. It should not be limited to neither of three functional areas that are commonly connected to it – internal communications, human resource management or marketing. It is for sure that managing internal relationships should not be restricted to any function, and should not apply traditional marketing concepts and tools. That would ruin the nature of internal relationship marketing, and would not encompass all tasks it should fulfill.

Članak 07-11

Analiza radnog kontingenta i ekonomска aktivnost stanovništva Hrvatske

Alka Obadić, Šime Smolić

Članak je objavljen 2007. godine u zborniku radova znanstvenog skupa «Poljoprivreda i privredni razvoj» u povodu 80. godišnjice rođenja akademika Vladimira Stipetića u kategoriji a2 rada.

U ovom radu prikazuju se osnovna demografska kretanja u Hrvatskoj i njihove posljedice na ekonomsku aktivnost stanovništva, te se ukazuje na kritično stanje pojedinih dobnih skupina u usporedbi sa stanjem EU-25. U svim zemljama prisutno je starenje stanovništva. Analiza ukupnog stanovništva Hrvatske pokazuje kako se udio dobne skupine 0-14 u posljednjih pedeset godina smanjio za 40%, dok se udio dobne skupine 65+ više nego udvostručio. U usporedbi sa starim i novim članicama EU, Hrvatska ima najnižu stopu zaposlenosti izuzevši Poljsku i Bugarsku, a jaz je najizraženiji u osnovnoj doboj skupini (25-64 godine) za oba spola. Među odabranom skupinom zemalja Hrvatska je ipak jedina zemlja u kojoj je došlo do blagog porasta ukupne stope aktivnosti u promatranom razdoblju. Uslijed promjene gospodarske strukture, među ostalim i zbog sve većeg udjela sektora usluga, ženska radna snaga postaje sve aktivnija. Rezultati istraživanja ukazuju kako je nužno stoga razmišljati o iskorištavanju resursa kojim raspolaćemo u Hrvatskoj, tj. o većoj ekonomskoj aktivnosti žena.

Članak 07-10

Terms and conditions for the implementation of inflation targeting in Croatia

Tomislav Ćorić

Članak je objavljen 2007. godine u zborniku radova međunarodne konferencije «^{44th} International Conference Global Challenges for Competitiveness: Business and Government Perspective» održanoj u Puli, Hrvatska, u kategoriji a1.

Since the introduction of the Stabilization program in 1993, the Croatian National Bank has been following the monetary strategy of exchange rate anchor. During the first several years (from 1993 to 1997) this monetary strategy achieved acceptable results, accompanied with a low inflation rate and high GDP growth rates. However, the macroeconomic situation has changed in the last decade. The indicators of Croatian economy, such as trade balance, the level of external debt and GDP growth rates, are not satisfying. The critics of exchange rate anchor monetary strategy argue that appreciated kuna lowers the competitiveness of the domestic economy. Due to that, the current monetary strategy is in the focus of various economists' discussions. One of the alternatives to the exchange rate anchor is inflation targeting. There are different theoretical and practical issues connected to the implementation of this, very popular, monetary strategy. Before the implementation of inflation targeting, the following conditions need to be fulfilled: (1) the independence of monetary authorities in choosing the monetary instruments should be achieved, (2) at least one monetary policy instrument should be efficient, and (3) the transparency of monetary policy should be accomplished. The process itself consists of several decisions, such as choosing the proper measure of inflation, the level of targeted inflation, targeted range or point etc., which is still a matter of theoretical debates. The purpose of this paper is to contribute to the above mentioned debate. After the theoretical discussion, the inflation targeting will be analyzed from the two perspectives. Firstly, in order to evaluate the capability of Croatia to implement the inflation targeting, the analysis of the Croatian monetary system will be given. Secondly, in order to asses the suitability of the inflation targeting as Croatian monetary strategy, both positive and negative characteristics of this strategy will be considered.

Članak 07-09

Control of Global Business – Legal Questions and Tendencies

Deša Mlikotin Tomić, Marta Božina

This paper examines the impact of regulation on market competition and market performances. It analyses the importance of strict financial regulation for a well performing economy. Heavy regulation decreases market flexibility, vital in the financial sector and decreases the possibility of competition. In a rigid legal environment economic actors will be drawn to the possibility of avoiding legal rules, and operate in a informal manner. At the same time regulation is necessary to enable financial stability, market integrity and confidence. This aspects are very important in transition countries which are on the way to implement and accept the modern market mechanism which are replacing state economy. The paper discusses the legal tendencies in regulating the financial sector in EU, the benchmark for Croatian legislation. In order to understand the scope and to be able to advocate this legislation and institutions a sight on its roots and development in US is also laid down. In spite of the outmost goal of transparency the European legislation is rather complicated and reveals more the interests of biggest stakeholders and professional rent seeking groups than genuine public and small investor's expectation. In assessing concrete legal solutions, European directives are so far the only international model of financial supervision in a predominantly national regulatory environment. The question about its positive effects inducing economic growth at the top although intricate on such level of abstraction is not yet too confirmed. It is not about bundle of legislation but its nature and pace of implementation that will gradually induce confidence and investment. In order to achieve that open and right questions are to be publicly advocated rather than premature and anticipating statements. The question posed is if regulation is a core factor in good financial and overall economic performance in countries around the world, or is it only a trend in EU and transition countries.

Članak 07-08

Does It Pay to Invest in Education in Croatia?

Boris Vujičić, Vedran Šošić

Članak čeka na objavljivanje u časopisu *Economics of Transition*.

Countries of Central and Eastern Europe experienced a rapid increase of return to education with the advent of the transition. This is well-documented for most of the countries but, until now, there were no empirical studies of the dynamics of wage premiums in post-transition Croatia. This paper, therefore, intends to fill in that gap. We look at the dynamics of wage premiums in Croatia and estimate how much the return to education has changed between 1996 and 2004 on the basis of labor force survey data. We compare these results with similar ones for selected transition countries and then we look at some possible explanations of our findings. Contrary to most transition countries, premiums for education in Croatia began to grow only at the end of the 1990's. In a way, wage adjustment in Croatia has been delayed. However, by 2004, it reached the level of premiums found in other transition countries and advanced market economies, thus creating market incentives for investment in education. We also look at additional features of the wage structure, such as non-linearities in the return to education associated with attainment of credentials and return to experience.

Članak 07-07

Tourism, welfare and real estate market in small open economy: the case of Croatia

Ivo Družić, Vladimir Čavrank, Josip Tica

Članak je objavljen 2007. godine u zborniku radova međunarodne konferencije «Achieving Competitive Advantage Through Managing Global Resources» koja je održana u Taipeiu, Tajvan u kategoriji a1 rada.

The paper investigates effects of the tourism boom on the real estate market in Croatia. According to the general equilibrium models of the tourism intensive small open economy, the most important benefit of the tourism is reflected in the fixed-factors rents, namely real estate market rents. This paper investigates results of the small open tourism intensive economy theoretical model in the case of the transition and EU accession of the Croatian economy. Analysis is focused on the real exchange rate changes in the tourism sector as the main source of welfare improvements and its effects on the fixed-factor prices in Croatia.

Članak 07-06

Multivariate Cointegration Technique Estimation of Health Demand Function: The Case of Croatia

Josip Tica, Šime Smolić

Članak je u postupku recenzije za časopis *Financijska teorija i praksa*.

In this paper multivariate Johansen cointegration technique is used in order to estimate health demand function in Croatia. Empirical estimate is based on the theoretical foundation of Grossman's model. According to the estimate, the number of physician visits in Croatia is a function of percentage of urban population, GDP, number of beds per 100 000 people, number of physicians per 100 000 people and total fertility rate. All estimated systems demonstrated strong feedbacks indicating number of endogenous variables greater than one.

Članak 07-05

Individual differences and occupational stress perceived: a Croatian survey

Nina Pološki Vokić, Ana Bogdanić

Članak je poslan na recenziju za objavljinje u časopisu *Menadžment*.

Apart from elaborating the concept of occupational stress (through it's definition, sources, consequences, ways of dealing with it, and it's relationship with individual differences), the research had two objectives: (1) to measure occupational stress levels among different categories of employees working in Croatian enterprises, and (2) to study and analyze stress in Croatia in relation to individual differences (gender, age, marital status, parenthood, number of children, hierarchical level, department, and working hours). The greatest level of stress perceive respondents who have three or more children, who are more than 50 year old, and those employed in marketing, at middle levels or in procurement, while the lowest level of stress perceive employees younger than 30 years of age, those employed in HR, finances and production, and parents of one child. Concerning the relationship between individual differences and levels of stress experienced, although the cross-sectional design of the study does not allow for causal interpretation of relationships found, findings suggest that there is a connection between age, marital status, parenthood, number of children and hierarchical level, and the way stress is perceived, while gender, department and working hours are not connected to it. The research integrated a broader set of antecedent variables which enable a better understanding of the demographic and work factors that lead to occupational stress. That should subsequently help managers understand a greater proportion of the variance of employees' satisfaction, performance and turnover, and help them better deal with it.

Članak 07-04

Fiscal system and fiscal relations in the European Union: political restraints and alternative approach to public finance

Hrvoje Šimović

Članak je objavljen 2007. godine u zborniku konferencije «6th International Conference Economic Integrations, Competition and Cooperation» održanoj u Opatiji, Hrvatska u kategoriji a1 rada te čeka na objavljinje u knjizi «Fiscal federalism country perspectives» u izdanju ICFAI University Press.

Development of the European integration through the European Union (EU) considers not only strengthening integration from the economic aspect (internal market). It also considers the political aspect of the integration i.e. strengthening political integration of member states and their citizens. Political segment of integration considers strengthening of the internal policies of the EU in which fiscal system, i.e. public finances have extremely important role. The EU fiscal system presents reflection of the extremely strong and often confronted interests between the economic and the political integration. These issues are closely related to the second component of the European politic and economic integration, that are the fiscal relations between the EU "central" level and the national "lower" levels which bring the all important decisions in the EU. According to the theory of public finance (fiscal federalism) and the criteria of economic efficiency, fiscal functions (allocation, redistribution, stabilization) and activities are assigned to the different levels of government, as well as certain resources for their financing. On the basis of fiscal functions carried out by national levels in the EU, and

the manner of their financing, the EU is a prominently fiscally decentralized complex community. The traditional approach to the fiscal federalism that fiscal authorities are transferred from central to lower levels means that this is a process of decentralization, while in the case of the EU this means centralization of fiscal authorities from the level on national states to the EU as a supra-national level. The main goal of this paper is to analyze fiscal relations in the EU according to basic fiscal functions: allocation, redistribution and stabilization. Methodology would include analysis and comparison of positive EU aspect with normative aspect of public finances in multi-level community. Induction of gained results will confirm thesis that, because of political restraints, development of common (central) system of the EU public finances is based on alternative approaches of harmonization and cooperation.

Članak 07-03

Pregled metodologije konjunkturnih istraživanja zemalja Europske unije i hrvatsko iskustvo

Ivan Šošić, Vlasta Bahovec, Mirjana Čižmešija

Članak je objavljen 2007. godine u časopisu *Ekonomski pregled* kao a1 rad.

Konjunkturni testovi, testovi potrošača i investicijski testovi su kvalitativna istraživanja. Primjenom odabranih statističko-analitičkih metoda se kvalitativno izražena mišljenja i očekivanja stručnjaka prevode u kvantitativno izražene pokazatelje. Ti pokazatelji se primjenjuju u praćenju i prognoziranju promjena u gospodarskoj aktivnosti zemlje, regije i šire. Izračunavaju se kompozitni pokazatelji konjunkturne klime u preradivačkoj industriji (ICI), u trgovini na malo (RTCI), u građevinarstvu (BCI), kompozitni indeks potrošača (CCI) i dr. Konjunkturni testovi se na razini Europske unije provode u skladu s Harmoniziranim programom istraživanja (*The Joint Harmonised EU Programme of Business and Consumer Surveys*). Provode ih zemlje članice i zemlje potencijalni kandidati za članstvo u EU. Postoje razlike u primjeni nacrta uzorka, metoda izbora uzorka, u tretmanu nedobivenih odgovora, u metodama desezoniranja i sl. Istraživanja provode različite istraživačke organizacije: nacionalni statistički instituti, specijalizirani istraživački instituti ili nacionalne banke. U ovom radu se detaljno komparativno prezentiraju osnovne karakteristike metodologije konjunkturnih testova zemalja članica EU. Konjunkturna istraživanja u Hrvatskoj se također provode prema harmoniziranoj metodologiji EU. Pri tome se javlja problem relativno velike stope neodaziva. Neophodne su izmjene anketnih upitnika i uspostava provedbe mjesecnih umjesto dosadašnjih kvartalnih istraživanja. Da bi se osigurao kontinuitet i kvaliteta istraživanja u Hrvatskoj, nužno je osigurati organizacijsku, metodološku i finansijsku stabilnost njihova provodenja.

Članak 07-02

Konceptualni okvir razmišljanja o budućem razvoju u Hrvatskoj

Mirjana Dragičević

Dijelovi članka će biti objavljeni u knjizi «Analiza konkurentnosti».

Teorije razvoja, kao i ekonomija razvoja javljaju se nakon II svjetskog rata i povezane su s političkim projektom razvijanja siromašnih zemalja juga. Krajem 1970-ih godina ti se teorijski doprinosi svjetskom razvoju gube pred dominacijom i implementacijom neo-klašične paradigme ekonomskog rasta. 1980-ih, Washingtonski konsenzus postaje razvojni model manje razvijenih zemalja. Taj model, ili skup recepata, implementiran je i u svim tranzicijskim zemljama srednje i istočne Evrope. Razvojna strategija tranzicije stoga je nametnuta izvana, a o sposobnosti/nesposobnosti pojedinih vlada da strateški upravljaju/ne upravljaju promjenama, ovisilo je da li će tranzicijski razvoj biti uspješan ili neuspješan. U Hrvatskoj se također primjenjuje isti model. Zbog nedostatka strateških vizija, i kapaciteta vlade/a za upravljanja promjenama, kao posljedica se javljaju visoki društveni troškovi tranzicije. Recentna teorijska razmišljanja o razvoju ističu potrebu izgradnje nove razvojne paradigme. Razvoj kao transformacija društva, paradigma je koju bi se trebale inicirati i razvijati sve zainteresirane strane u Hrvatskoj.

Članak 07-01

HRM as a significant factor for achieving competitiveness through people – The case of Croatia

Nina Pološki Vokić, Maja Vidović

Sažetak članka je objavljen na međunarodnoj konferenciji «63rd International Atlantic Economic Conference» održanoj 2007. godine u Madridu, Španjolska, dok je članak objavljen 2008. godine u časopisu *International Advances in Economic Research* u kategoriji a1 rada.

Traditional sources of competitiveness, such as production capacities, financial resources, raw materials, distribution channels etc., are considered necessary, but no longer sufficient for organizational success. Human resources, their knowledge, skills and competencies as well as synergy among them, become the most valuable asset, the new source of wealth, and the key ingredient of competitive advantage. Consequently, the human resources function, which deals with recruiting, developing, and keeping the best people, now has the opportunity to move out of the background into the mainstream of organizational strategy and management. The aim of this paper was to evaluate the quality of HRM in Croatia, as excellent HR policies, programs and activities enable enterprises to be competitive through people. Therefore, the empirical research was conducted. The population were Croatian enterprises with more than 200 employees, out of which 80 form the final sample (response rate of 14.3%). In order to assess the value of HRM, the audit approach based on HR indicators was used. 55 HR indicators (26 quantitative and 29 qualitative ones) were analyzed, using 10 Croatian enterprises as benchmarks. Results indicate that Croatian enterprises on average have insufficient HR activities. Precisely, independent samples t-test showed that 61.82% of analyzed HR indicators were significantly better for enterprises that were used as benchmarks, as well as that those enterprises have better absolute values for all of analyzed indicators. Consequently, HRM in Croatia could not be considered a solid ground for achieving competitiveness through people.

Članak 06-15

Izgradnja prototipa e-learning modela za segment nastavnog procesa kolegija Informatika

Željka Požgaj, Blaženka Knežević, Krešimir Kristić

Članak je objavljen 2007. godine u zborniku radova međunarodne konferencije «4th International Conference Global Challenges for Competitiveness: Business and Government Perspective» održanoj u Puli, Hrvatska, u kategoriji a1 rada.

In this paper the results of the research on development of e-learning model prototype for a segment of the course Information technology are elaborated. The project was conducted at Faculty of Economics Zagreb. The research project included: (a) research on feasibility of software tools for e-learning content creation and hardware components for later e-learning contents implementation, (b)

selection of proper course theme out of Lecture segment that is contextually transparent for presentation in e-learning model prototype; (c) selection of proper course theme of Practical work segment which contextually inhere in chosen lecture module, but forms independent presentation unit in the e-learning model prototype. After conducted research (a) chosen software tools are used to manage learning system altogether with tools for adjustment of e-learning contents; (b) out of the segment Lectures theme on Information system is chosen, course materials and exam questions are created; (c) in the segment of Practical work the theme on Databases is chosen, for the segment Databases course materials with practical examples and exercises is created together with exam questions.

Članak 06-14

Financijska liberalizacija, monetarna i fiskalna politika Europske unije

Mato Grgić, Vlatka Bilas, Hrvoje Šimović

Ovaj se rad sastoji od dva osnovna dijela. Prvi dio odnosi se na problematiku financijske liberalizacije i monetarne politike u Europskoj uniji, dok se drugi dio odnosi na problematiku fiskalne politike Europske unije, odnosno njenog centraliziranog dijela – proračuna EU.

Članak 06-13

Uloga inozemnih izravnih ulaganja i načini poticanja

Vlatka Bilas, Sanja Franc

Osnovna namjera ovog rada je ukazati na važnost inozemnih izravnih ulaganja i njihov utjecaj u suvremenom gospodarstvu kao i objasniti moguće načine poticanja inozemnih ulaganja. Kontinuirani proces integracije svjetske ekonomije doveo je do promjene stavova zemalja primateljica u odnosu na inozemna izravna ulaganja. Na takva ulaganja zemlje u razvoju više ne gledaju sa sumnjom i susprezanjem, a kontrole i restrikcije za ulazak zamijenjene su selektivnim državnim politikama kojima se želi potaknuti njihov priljev. Međutim, nisu sve države u tome jednako uspješne, niti su učinci inozemnih izravnih ulaganja u svim zemljama jednak. Uspješnost odabrane strategije prije svega ovisi o stupnju ukupnog društvenog i gospodarskog razvijanja zemlje, potrebna je sposobnost vlade i domaćih tvrtki da optimalno iskoriste pogodnosti koje inozemna izravna ulaganja nose.

Članak 06-12

Utjecaj fiskalnog sustava i fiskalne politike na konkurentnost gospodarstva

Hrvoje Šimović

Članak je objavljen 2006. godine u zborniku radova 14. tradicionalnog savjetovanja Hrvatskog društva ekonomista «Ekonomска politika Hrvatske u 2007.» održanom u Opatiji, Hrvatska u kategoriji a2 rada.

U radu se analizira uloga fiskalnog sustava i fiskalne politike na konkurentnost gospodarstva. Prvo se uloga države i fiskalnog sustava smješta u kontekst cjelokupne industrijske politike kao osnove ekonomskog rasta i razvoja. Zatim se analiziraju karakteristike i osnovne vrste fiskalnih poticaja za jačanje konkurentnosti. Treći dio govori o stavu i politici Europske unije prema državnim potporama i poreznoj konkurenčiji. U četvrtom dijelu se daje pregled fiskalnih poticaja u Hrvatskoj među koje se ubrajaju proračunske subvencije poduzećima, porezni poticaji te ostale države potpore koje neizravno utječu na položaj poduzeća u kontekstu jačanja konkurentnosti.

Članak 06-11

Indirektno vs direktno desezoniranje agregatnih vremenskih nizova

Ivan Šošić, Vlasta Bahovec, Mirjana Čižmešija, Nataša Kurnoga Živadinović

Članak je objavljen 2005. godine u zborniku radova međunarodne konferencije «10. međunarodna konferencija iz operacijskih istraživanja – KOI 2004.» koja je održana u Trogiru, Hrvatska kao a1 rad.

Agregirani se vremenski niz sastavljen od dvije ili više komponenti može desezonirati direktno – desezoniranjem aggregiranih podataka, ili indirektno, tj. aggregiranjem prethodno desezoniranih komponenata složenog niza. Sam postupak desezoniranja počiva na danoj metodi desezoniranja. Osim iznimno, numerički rezultati desezoniranja ovise o primijenjenoj metodi. Utjecaj na rezultate desezoniranja imaju i analitički kriteriji izabrani u postupku procesa desezoniranja, koji nisu egzaktni već dijelom iskustveni. U radu su predviđeni rezultati usporedbi stopa promjene dobiveni na temelju direktno i indirektno desezoniranog agregatnog niza primjenom sustava desezoniranja TRAMO/SEATS, X-12-ARIMA i DAINTES. Empirijska analiza provedena je za niz indeksa *Preradivačka industrija* (područje D, NKD), pripadajućih nizova odjeljaka te za podpodručje DA *Proizvodnja hrane, pića i duhanskih proizvoda* i njegova dva odjeljka. Dobiveni rezultati direktnog i indirektnog desezoniranja niza indeksa Preradivačke industrije dobiveni primjenjenom metodom ne razlikuju se značajno, te se na osnovi provedene analize ne može utvrditi koji je od dva načina desezoniranja bolji. Iz toga slijedi da je zbog sličnosti rezultata dobivenih direktnim i indirektnim načinom desezoniranja (razlike između vrijednosti direktno i indirektno desezoniranog agregatnog niza su male) iz praktičnih razloga opravdano primijeniti direktni način desezoniranja promatranog agregatnog niza.

Članak 06-10

Historical Perspective of the Role of Technology in Economic Development

Jurica Šimurina, Josip Tica

Sažetak članka je objavljen 2006. godine na konferenciji «Business & Economics Society International Conference» održanoj u Firenzi, Italija.

The focus of this paper is to investigate technology changes and influence on economies since the First Industrial Revolution. The First Industrial Revolution was the first point in time when both increase of GDP per capita and population occurred at the same time (avoiding the Malthusian trap). Thus the selected point in time. Furthermore, developments of the late 18th and 19th centuries have some common properties with development of new technologies today. Even though the process of technological change changed during this time, there are still some lessons to be learned from distant and near history on how to gauge policies for fostering successful technological advances. Changes that occurred are relevant for respective economies, industries, companies and individuals. On all these levels changes occurred that were unprecedented in history before the First Industrial Revolution. It is not suggested that technological progress of centuries before the First Industrial Revolution was insignificant, but it certainly did not have such a profound impact in all areas of human life and existence.

Članak 06-09

Primjena međunarodnih normi u hrvatskoj šumarskoj i drvnoj industriji

Tonći Lazibat, Tomislav Baković

The first part of this paper deals with the term of sustainable development as a most popular and important global trend for protecting the world's eco system. The second part of the paper describes three most important standards for the certification of forest industry that is FCS, PEFC, and ISO 14000 certificate. Forest certification is a procedure in which impartial third side issues confirmation which gives evidence that the forest is managed sustainable, congruently to arranged standards. In the final chapter results from a survey conducted on a sample of Croatian forest industry enterprises are presented.

Članak 06-08

Istraživanje primjene metoda upravljanja financijskim rizicima u hrvatskim poduzećima - anketa na uzorku poduzeća

Ksenija Dumičić, Mirjana Čižmešija, Anita Pavković, Ana Andabaka

Članak je objavljen u zborniku međunarodne konferencije «8th International Symposium on Operational Research (SOR) 2005» održanoj u Novoj Gorici, Slovenija u kategoriji a1 rada.

The aim of the research was to get information on usage of financial risk protection instruments in Croatian large and medium-sized companies, as well as to recognize existence of possible differences among characteristics of the companies that use and that do not use them. Survey research based on a telephone interview with financial or accounting managers from a stratified random sample of 101 Croatian companies in October and November 2004 was carried out. The results of the survey research based on random sample of 101 Croatian companies shown that there is no statistically significant dependence between the firms' size and usage of risk protection, so planned stratification was not stressed in further analysis. Financial risk protection instruments were used by two fifth of companies from the sample, and the same proportion of them wants to have additional education about these instruments. The most often enterprises use financial risk protection services from banks, and in most cases they are satisfied or very satisfied with these services. The surveyed enterprises worry the most about liquidity risks and currency risks, and interest rate risk is not the subject of such great concerns. This paper deals in details about various characteristics (such as company size, activity, region, and size of market) of enterprises that are threatened to quite serious extent with various types of financial risks. Contribution of this study comes out of the testing of hypothesis about dependence between characteristics of Croatian companies and the usage of financial risk protection instruments. Usage of financial risk protection instruments contributes the business success of a company.

Članak 06-07

The Harrod-Balassa-Samuelson Effect: A Survey of Empirical Evidence

Josip Tica, Ivo Družić

The paper surveys empirical evidence on the Harrod-Balassa-Samuelson effect. The survey encompasses the published empirical work on the phenomenon since its (re)discovery in 1964. In total, 58 empirical papers are examined within a specialized analytical framework. The body of empirical evidence is synthesized through four major elements. The analysis starts with the ongoing controversy related to the name of the theory. This is followed by a presentation of the evolution of the theoretical and econometric model. It ends with an analysis of the results of the surveyed empirical studies. Results of the survey indicate that growing body of evidence definitely points towards professional rethinking about the significance of the Harrod-Balassa-Samuelson effect.

Članak 06-06

A relative unit labor cost: case of accession countries

Josip Tica, Ljubo Jurčić

Članak je objavljen 2007. godine u časopisu *Ekonomski pregled* u kategoriji a1 rada.

In this paper, framework of the relative labor cost has been used in order to analyze relative competitiveness of the economic agents in the Croatia and five accession countries. Therefore, unit labor costs have been calculated for the Croatia, Czech Republic, Hungary, Poland, Slovakia and Slovenia. All of the analyzed countries are transition countries, on the similar level of GDP per capita, and are or will be in the near future EU members. Therefore, it is more than obvious that all of the analyzed countries will be direct competitors in the common European markets. Our findings suggest that relative unit costs (competitiveness) of Croatia *vis a vis* analyzed countries increased since 1996.

Članak 06-05

Menadžment poslovnih procesa i znanja u hrvatskim poduzećima

Vesna Bosilj-Vukšić, Mario Spremić, Mislav Ante Omazić, Maja Vidović, Tomislav Hernaus

Teorijski dio članka je objavljen 2006. godine u časopisu *Journal of information and organizational sciences* u kategoriji a1 rada, dok su prikupljeni empirijski podatci dodatno obrađeni i korišteni za više članaka u časopisima i na konferencijama (časopis *Expert Systems with Applications*, časopis *Transformations in Business & Economics*, časopis *Management*, konferencija «3rd International Conference An Enterprise Odyssey: Integration or Disintegration» i konferencija «7th International Conference of the Faculty of Management Koper»).

U ovom radu prikazani su rezultati istraživanja provedenog u okviru internog projekta Ekonomskog fakulteta u Zagrebu, pod nazivom Menadžment poslovnih procesa i znanja u hrvatskim poduzećima. U okviru istraživanja provedena je anketa o upravljanju procesima i znanjem u hrvatskim organizacijama. Utvrđena je razina i zrelost procesne orientacije, kao i osnovna obilježja menadžmenta znanja u hrvatskim poduzećima, te su rezultati istraživanja uspoređeni s rezultatima istraživanja provedenog u Sloveniji. Analizirani su programske alati za modeliranje poslovnih procesa, kao i njihova primjena u projektima promjene poslovanja. Sistematisirana su obilježja i funkcionalnosti ovih alata, te je razvijen teoretski okvir za odabir odgovarajućeg alata u skladu sa ciljevima projekta. Predložena je primjena AHP metode u postupku odabira. AHP metoda je opisana, analizirane su njezine prednosti i nedostaci, te je definiran postupak za primjenu ove metode pri odabiru programske alate za modeliranje procesa. Razvojem Web mjesta (portala) posvećenog upravljanju poslovnim procesima i znanjem (<http://www.bpm-km.com>) omogućena je razmjena iskustava o provedenim projektima i specifičnostima projekata u hrvatskoj poslovnoj praksi, kao i pružanje informacija o stanju i trendovima u svijetu. Objavljuvanjem rezultata ovog, kao i drugih istraživanja o projektima promjene poslovanja provedenim u hrvatskim poduzećima omogućeno je širenje znanja o ovom području.

Članak 06-04

Primjena odabranih statističkih metoda u ispitivanju karakteristika korištenja bankovnih usluga financijskog savjetovanja od strane poduzeća u Hrvatskoj

Ksenija Dumičić, Nataša Kurnoga Živadinović, Anita Pavković, Marko Slipčević

Na temelju članka razvijena su dva članka od kojih je jedan objavljen 2006. godine u *Zborniku Ekonomskog fakulteta u Zagrebu* kao a1 rad, a drugi prezentiran 2007. godine na «56th Session of the International Statistical Institute» održanom u Lisabonu, Portugal.

The goals of the research were: (1) to determine to what extent Croatian medium sized and large companies use the bank's services of financial consulting, and (2) find out if there is a difference between characteristics of the companies which use these services and the companies which do not use them. According to the survey conducted, it can be concluded that somewhat more than half of the companies use the services of financial consulting. Investigated companies with higher total revenue use the bank's financial consulting service more often. The education and the age of financial managers do not have an influence on the manager's decision whether to use financial consulting services, but the female managers use consulting services more often. The company's financial situation is also relevant, and the companies with better financial situation use the financial consulting service more often. There is no connection between using the service of financial consulting and the company's export (measured by the proportion of export in total revenue), but the companies which cover larger market use financial consulting services more often. Based on this results it can be concluded that using the services of financial consulting contributes to the success of the company, measured in terms of total revenue, company's financial situation (liquidity) and the size of the market that the company covers. Only constant informing and proactive monitoring of the news from financial market can assure survival, keeping current position, or in other words progress of the company in today's turbulent times. In the future, the authors of the paper plan to include additional criteria in classifying the companies, in order to conduct even more detailed research regarding the characteristics and use of different instruments in order to protect Croatian companies from financial risk.

Članak 06-03

Regionalni klasteri i novo zapošljavanje u Hrvatskoj

Mirjana Dragičević, Alka Obadić

Dijelovi članka korišteni su za potrebe članka koji je poslan na recenziju za objavljivanje u kategoriji a1 u zborniku međunarodne konferencije «Business & Economics Society International Conference» koja će se održati 2009. godine u Acapulco, Meksiko.

The analysis shows that during transition period in Croatia huge differences in economic development level of single regions has been noticed. This could also be seen in movements of labour market. Increasing problem of aggregate unemployment in previous years points to existence of regional structural unemployment. Regional differences have special position, that have emerge at the unemployment level and employment composition, but also in the context of new employment. Such situation is present in old and new EU members, as well as in Croatia. The analysis of latest trends in employment and unemployment movements illustrate that Croatia has the lowest employment rate between old and new EU members, and that only Slovakia and Poland have higher unemployment rates than Croatia. Regional clusters became one of the strategic development tool in achieving the Lisbon agenda in Europe. The same is the case in most post-transition economies. The situation in Croatia is different, because the institutional prerequisites for the cluster development are not completely developed. Croatia is still not divided into the regions, according to the EU standards and regional statistical accounts are not realised yet and there is no relevant basis to comparative regional statistics. There is a low level of communication and coordination between national, counties and local authorities. The research stresses the importance of cluster development as an engine of growth and new employment. On the national level the Regional development strategy is built up, the same as the regional operational plans in most counties. Regional development agencies also exist in most counties and they are mostly engaged on the SMEs projects and other actions dealing with competitiveness building. In different counties, the various types of business integrations are created, such as districts, business zones etc. Regional clusters are foreseen as the future goals in many documents, but only one internationally recognised cluster in Croatia exists. It is BIOS cluster, in publishing and printing sector.

Članak 06-02

Business Ethics in Transition Countries – Cluster Analysis of Behavior and Attitudes

Marina Dabić, Mirjana Pejić Bach, Najla Podrug

Članak je u postupku recenzije za objavljivanje u kategoriji a1.

The aim of this article is to obtain a better understanding of people's attitudes toward ethical issues. We explored four ethics issues: (1) attitude on ethical issues in general, (2) information manipulation, (3) environmental issues, and (4) law issues. This study examines variation in attitudes toward ethical issues based on data collected from questionnaire survey. The data set is composed of people who participated in the survey. Although firms were randomly selected to participate in the survey, it is not clear to what extent they apply to the population as a whole; this would be a useful further study. In order to study variation we used cluster analysis that revealed that people could be divided into three clusters, with distinctive demographic, economic and attitudinal traits for each cluster. Results could be useful both to policy makers at the government level, and to managers that are worried that low sensitivity toward ethical issues could influence firm's performance.

Članak 06-01

Razvoj mjernog instrumenta za evaluaciju zadovoljstva internom komunikacijom u organizacijama

Ana Tkalc Verčić, Nina Pološki Vokić, Dubravka Sinčić

Članak čeka na objavljivanje u časopisu *Društvena istraživanja* kao a1 rad.

The paper reviews the existing literature on organizational communication audits, primarily the four instruments - The Organizational Communication Questionnaire, The Communication Satisfaction Questionnaire, The Communication Audit Survey, and The Organizational Communication Audit Questionnaire. Comparison of organizational communication audit to a physical (health, medical) examination of a human body often used by authors on organizational communication audits exposes the paradigm within which they work (i.e., organizations as human bodies). Besides the mainstream academic communication research there is a multitude of more open, external- and process-oriented approaches to organizational communication audits, in particularly in the practice and academic

communities denoting themselves with ‘public relations’, ‘corporate communication’, ‘communication management’, ‘reputation management’. After reviewing organizational communication audit literature and related suggestions for audits in communication management, corporate communication, public relations and reputation management literature, authors expose the proposed audit methodologies to contemporary body of knowledge on evaluation research in social sciences. Finally, the paper describes the development of an instrument crucial in the abovementioned context – an organizational communication satisfaction questionnaire. The development of the questionnaire went through two stages; the development of the original questionnaire with 107 items, administered to 259 respondents. On the basis of factor analyzed results, the original questionnaire was refined and reduced to its final form – a short (32 item) instrument applicable for future theoretical and practical work. The concept of multidimensionality of communication satisfaction was also confirmed and the analysis of dimensions showed interesting results, comparable to existing findings but still culturally specific.

Mišljenja o Seriji

U nastavku iznosimo mišljenja o Seriji. Svima koji su s nama podijelili mišljenje i dali nam preporuke za daljnji razvoj ovom prilikom zahvaljujemo.

Prof. dr. sc. Mia Mikić, bivši profesor na kolegiju Međunarodna ekonomija, EFZG

«I was delighted when I heard news on the establishment of the Working Paper Series in 2006. Working papers have been a proven channel of quick dissemination of research and a stimulant of constructive discussions leading to advancement in our collective knowledge of economics. It is a great learning-enabling mechanism. Working papers are there to deliver preliminary, sometimes only “half-baked” results of the ongoing research but there is no better way to seek and obtain valuable comments and criticism, especially at young and emerging research culture where there is no other framework for exchange of critical opinions, without a cruel shattering of confidence that often comes with the academic journal review process. I will continue to monitor the EFZG WPS and contribute my share of comments whenever I can. Congratulations on the work done so far to all authors, editors and reviewers.»

Mr. sc. Hrvoje Šimović, asistent, EFZG

«Mislim da je WPS super i treba ga podržati i probati „prisiliti“ što više naših nastavnika da i istraživanja na taj način budu dostupna svima. Za svaki članak na engleskom jeziku su me kontaktirali izvana za razne oblike suradnje. Osim toga, i za neke članke na hrvatskom jeziku su me kontaktirali razni kolege (i ekonomisti i neekonomisti) iz zemalja regije, točnije iz Srbije i Crne Gore. Uglavnom, moj osobni dojam je pozitivan, a tek nakon doktorata planiram ozbiljnije pisati radove, tako da od WPS-a i dalje očekujem samo pozitivne stvari (kontakte, pozive za suradnju i sl.). Općenito, onaj koji se boji pokazati što radi i čime se bavi (bez obzira na kvalitetu jer ona je uvijek u određenoj mjeri ograničena ali i subjektivna) ne treba raditi ovaj posao. Zbog toga sam razočaran što nije više naših kolega podržalo WPS, pogotovo mislim na one za koje se zna da se trude i rade ozbiljno.»

Prof. dr. sc. Marko Škreb, glavni ekonomist i strateg Privredne banke Zagreb

«Serija papira u nastajanju sigurno je jedna od bitnih etapa u nastanku znanstvenog odnosno stručnog rada. To je sjajan način

da se dobiju neophodne kritike na nečiji rad prije njegove konačne objave. Bio sam stoga ugodno iznenaden kada sam nedavno uočio tu aktivnost, uobičajenu u svijetu, razvijenu i na Ekonomskom fakultetu, Zagreb.»

Mario Švigir, dipl. oec., glavni ekonomist Saveza samostalnih sindikata Hrvatske

«Working Paper Series vidim prije svega kao zanimljiv i posvema koristan projekt za akademsku zajednicu, posebice onu u stasanju, vezanu uz ekonomsku misao u Hrvatskoj i sam Ekonomski fakultet u Zagrebu. Radi se o hvale vrijednoj inicijativi, koja u prvom redu može puno pomoći mladome čovjeku pri metodološkom usavršavanju u procesu bistrenja ideja i događaja o kojima želi znanstveno nešto reći. No, Working Paper Series, njegovom uredništvu i autorima dosadašnjih i budućih izdanja, pored čestitaka na rezultatima rada, želim i puno ambiciozniju budućnost. Mislim da nije nerealno u jednom srednjem vremenskom periodu očekivati da se WPS jednoga dana pretvor u tzv. „klasičan“ znanstveni časopis, opet ne toliko klasičan da se uredivačkom politikom i izborom tema ne bi profilirao u nekom segmentu i tako se svrstao uz bok sličnim znanstveno izdavačkim publikacijama u Europi. Osobno, kao nekadašnji student Ekonomskog fakulteta u Zagrebu, sa znanjima koje sam stekao na EFZG, sada već od mnogih umirovljenih ali od i mnogih još aktivnih profesora, nigdje se u svijetu, među kolegama, nisam osjećao inferiorno. To želim i WPS-u, da u sljedeće tri godine, među akademском zajednicom ali i među budućim studentima, još konkretnije postane nezaobilazni dio renomea ovog svima nam dragog fakulteta.»

Prof. dr. sc. Krešimir Žigić, CERGE-EI, Prag

«Premali broj publikacija (petnaestak godišnje; sedam ove godine do sada). OK, kaže se da je bitna kvaliteta ali i tu sam uočio veliku varijancu u kvaliteti radova (veću nego sto je dopustivo u ozbiljnoj WP seriji); od ozbiljnih papira do gotovo nerigoroznih lamentacija bačenih na brzinu na papir (*nomina sunt odiosa*). Recenziranje bi trebalo biti puno strože ako ga uopće imate. *Last but not the least*, svi WP bi trebali biti isključivo na engleskom.»