

Povzetki *Abstracts*

Medsebojna prepletenost članov nadzornih svetov v delniških družbah na Poljskem

Marek Pawlak

Članek raziskuje medsebojno prepletenost članov nadzornih svetov poljskih delniških družb. Glavni vir informacij za raziskavo so bili podatke, ki jih družbe redno objavljajo v reviji *Business and Court Gazette* (BCG). Medsebojna prepletenost položajev tvori povezovalno mrežo med korporacijami. Njena uporaba omogoča koordinacijo v managementu celotne skupine. Prisotnost medsebojne prepletenosti članov nadzornih svetov na Poljskem je primerljiva glede na ostale države. Približno 13,43 odstotka poljskih direktorjev zaseda vsaj dva vodilna položaja. Povprečno število vodilnih položajev je 1,207, več kot en mandat pa je bilo na vodstvenih mestih 2.541 ljudi. Članek poleg tega ugotavlja, da obstaja pozitivna povezava med celotnim obsegom investicij v poljsko gospodarstvo in številom vodilnih položajev, ki jih zaseda posameznik.

Ključne besede: medsebojna prepletenost članov nadzornih svetov, nadzorni svet, baza podatkov

Krepitev ugleda korporacij skozi njihovo vodenje

Čedomir Ljubojević in Gordana Ljubojević

Članek razlikuje soodvisnost med vodenjem podjetja in njegovim ugledom. Cilja raziskave sta pokazati, da je oblika vodenja zavezana k izboljšanju ugleda korporacije, obenem pa je cilj še ugotoviti razmerje med vodenjem in ugledom družbe. Skozi raziskavo želimo dokazati obstoj potrebe po integraciji strategije vodenja v poslovno strategijo družbe (ta potreba bo vse bolj prisotna v prihodnosti) in potrditi domneve potrošnikov in družb, da je vodstvo nujno potrebno za večanje ugleda korporacije.

Ključne besede: vodstvo družbe, ugled, konkurenčna prednost

Process Format as a Factor in Increasing Buyer Satisfaction

Karmen Verle

Today modern companies are directed by buyers. Successful organizations are aware that the key issue is to satisfy buyers' needs and to maintain good relationship with them. Such companies perceive problems and opportunities fast and act accordingly. In future only such companies that will be able to substitute mass production and generalized market approach with a flexible production and in addition to this constantly look for market gaps for their products and services

will be able to survive. Further on such companies will be able to individualize their offer and in this way adjust and come closer to the buyer. However, the old hierarchical structure does not provide for that, therefore, we are nowadays talking about horizontal relationships, even among the suppliers, organizations and their buyers. The only organizational format providing for relationships and cooperation with buyers and suppliers on the one hand and increasing contentedness and successfulness of the employees on the other is a process format. The changes of the environment demand a thorough change of the traditional way of thinking and consequently the operation and organization of a company which wants to be successful or survive in new conditions.

Key words: organization, success, organizational structure, horizontal relationship, hierarchy, process structure

The Assessment of the ISO 9001 Internal Audit Effects in the Case of the Company Mercator, plc.

Milena Alič and Borut Rusjan

The purpose of this study is to get empirical data about the assessed contribution of an ISO 9001 internal audit to fulfil the company goals and in this way improve its efficiency. The empirical study in the case of Mercator, plc. is based on the analytically proven hypothesis taken from a former research. The first hypothesis (H1) assumes that internal audits contribute to the fulfilment of company goals and in this way contribute to company efficiency. The other hypothesis (H2) suggests that internal audits have more positive than negative effects upon business performance of a company. The study concluded that the internal audit in Mercator had generally more positive than negative effects upon business performance of the company. Respondents also realized that the internal audit considerably contributed to the fulfilment of company goals and to better efficiency. The results of the empirical study in Mercator support both hypotheses used as the research starting-point. Therefore the case of Mercator supports the statement that an internal audit which is primarily a quality management tool according to ISO 9001 requests could also contribute to better business performance and company efficiency. The empirical outcomes could help quality managers as a reference data for benchmarking of internal audits and their effects in various environments. Further empirical research including additional internal audit cases (from other environments) would be welcome. The results of these audits could support the development of a wider benchmark database and it could in addition give a stronger support to the hypotheses presented in this article.

Key words: internal audits, quality management systems, assessment of internal audit effects

From Taylor to Drucker: Management and Managing

Primož Turk

The article discusses the question of management and managing, focusing on the changes which took place in the period from Taylor to Drucker. In this period two turning points dramatically changed the nature of management. Management which started within the organization was at first concerned with the organization's inner workings. This concern with the organization's 'inside' is gradually projected to the outside, to society as a whole. Simultaneously, changes occur in managing. Managing which was first understood as managing others, i. e. as the activity of the manager managing the worker, changed into managing oneself. This is a shift to the inside, to managing individual's inner world and thinking processes.

Key words: managing, management, history, Drucker, Taylor

2nd Slovenian MoodleMoot

Viktorija Sulčič

Moodle, an open source learning management system, is becoming widely used and recognised all over the world. Slovenian Moodle users have been participating and sharing their experience in the Moodle.si community since 2006. The initiator of the Moodle.si community – the Faculty of Management Koper organised the first Slovenian MoodleMoot Conference last year. The event was organised again in May 2008. The conference was organised by the Centre for E-Learning of the Faculty of Management Koper in co-operation with the Open Source Centre – Slovenia, Artesia and the National School for Leadership in Education. This paper presents the 2nd International Moodle.si Conference.

Ključne besede: MoodleMoot, Moodle, Moodle.si

2nd My PhD International Conference

Armand Faganel

The article presents the organization of the second My PhD International Conference organized in June in Bratislava. The organizer Friedrich Ebert Foundation is a German non-profit organization. During the conference young researchers from various fields dealt with the issue of 'New Europe' and the challenges of sustainable development. The conference was also an opportunity for young researchers to meet new colleagues and exchange their views. The interest was very big since only 40 percent of the applicants were accepted. Another interesting thing was the competitive approach towards the conference, which means that only the best articles will be published in the conference proceedings.

Key words: 'New Europe', sustainable development, interdisciplinarity, international conference