

Abstracts

Modern Paradigms of Management: The Legal Aspects

Matjaž Nahtigal

In addition to the weak supervision of the international financial markets, one of the key reasons for global financial, economic, and social crisis is the principle of maximizing value for shareholders; this principle is less known to the general public. It is a principle, which is especially developed in the Anglo-Saxon economic and legal model, but in the last two decades has become increasingly present also in Europe. On the basis of a more in-depth analysis, it becomes clear, however, that maximizing shareholder value is overly superficial, because it ignores other important stakeholders in modern corporations, and because it also ignores other important principles, according to which the successful corporations in modern market economy should function. We should not ignore that important risks are borne also by other stakeholders who do not have guarantees for their returns. Employees, for example, who acquire skills and educate themselves for the specific tasks and duties in the corporation, do not have guaranteed rewards in the form of promotion in their contracts. Governments, which frequently subsidize various corporations in various forms, do not have guaranteed returns for the taxpayers. This is the reason why maximizing shareholder value provides an overly superficial answer to the much more nuanced and complex question: how to distribute rewards among the stakeholders for their stakes in such a way to provide economically more balanced benefits to each of the stakeholders in order to improve their standards and to secure a long-term success of the corporation.

Key words: maximizing shareholder value, new conceptual and legal paradigms, corporate governance and production organization

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Tax Morality of the Entrepreneurs in the Northeastern Slovenia

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Tax morale (ethics) includes moral-ethical principles and values of individuals, which have an influence on their decision, whether to pay taxes or not. The first part of the paper indicates the social demographic and social economic factors that have, according to the available research, an influence on the individual's attitude towards tax morale. The second part of the paper presents and analyses the empirical data, which were collected in the area of the northeastern Slovenia in 2011 and deals with measuring the attitude of the entrepreneurs towards tax morale. The analysis reveals relatively low entrepreneurs' opinion about tax administration, its employees, and tax legislation. The

analysis of the social values' and norms' influence on tax morale, however, indicates that social norms and values in northeastern Slovenia are well developed.

Key words: tax morality, entrepreneur, taxes

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Internal Branding Implementation: Developing a Conceptual Model

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Internal branding is the process, which enables balanced view of the brand at all company levels. Its significance is aligning values and behaviors of employees with brand values and brand promises. In the article, we focus mainly on its implementation, which requires coordination of different functions in the company, for instance, internal marketing and human resource management. Based on findings of qualitative research, we present a conceptual model of internal branding implementation. Results show that internal branding increases employees' knowledge about the brand, which motivates them to project brand image to customers. The research also revealed that implementation of internal branding requires coordination between internal marketing and human resource management. Importance of internal branding is expanding because the process is focusing on resources that enable a company to achieve competitive advantages and higher performance.

Key words: internal branding, a brand, human resource management, internal marketing

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The Opinions of Teachers on School Leadership and the Principals' Attitudes to Innovation

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Slovene general upper secondary schools are modernizing their curricula and implementing innovative educational approaches with the aim of improving efficiency and quality. Research has shown that leadership is an important factor in modernization and the implementation of innovative approaches. The aims of the article are, firstly, to present the general characteristics of school leadership and the implementation of innovations, and secondly, to discuss the findings of the April–May 2011 quantitative survey conducted in selected secondary schools.

Key words: school leadership, innovation, teacher, head teacher, secondary school

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Management between Rationality and Irrationality

Cene Bavec

In the paper, we discuss theoretical and practical aspects of management and its rational and irrational behavior in the light of traditional management theories and contemporary social theories and theories of complexity. We exposed differences between middle and top management, where rationality is ascribed mainly to middle management, while top management often acts on seemingly irrational way. For the part of this irrationality, we cannot blame management because it originates from the nature of the complex dynamic systems, as human organizations are. However, a significant part of an apparently irrational behavior of management should be attributed to its particular and personal goals that deviate from the goals of organization in which top management absconded to the control of owners and even social norms.

Key words: management, rationality, irrationality, classical theories, theories of complexity, social context

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