



Univerza v Novem mestu
University of Novo mesto

Fakulteta za ekonomijo in informatiko
Faculty of Economics and Informatics

Fakulteta za poslovne in upravne vede
Faculty of Business and Management Sciences

Zbornik povzetkov

IZZIVI GLOBALIZACIJE IN DRUŽBENO-EKONOMSKO OKOLJE EU

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GLOBALISATION CHALLENGES AND SOCIAL-ECONOMIC ENVIRONMENT OF THE EU

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Povzetki / *Abstracts*

Upravljanje novčanim tokovima u apotekama: Izazovi i strategije za finansijsku stabilnost

Efikasno upravljanje novčanim tokovima je ključno za finansijsku stabilnost i operativnu efikasnost apoteka. Zbog visokih troškova zaliha, odloženih nadoknada iz državnih fondova i troškova u vezi sa poštovanjem propisa, apoteke se često suočavaju sa značajnim izazovima u vezi sa likvidnošću. Ovaj rad istražuje ključne faktore koji utiču na tok gotovine u apotekama, uključujući obrt zaliha, cikluse plaćanja i pritiske na cene. Baveći se ovim izazovima, apoteke mogu da obezbede održivo poslovanje i zadrže svoju sposobnost da pružaju osnovne zdravstvene usluge. Smatra se da bi bilo korisno obezbediti obuku iz finansijskog menadžmenta na dodiplomskom nivou na farmaceutskim fakultetima, a više stručne obuke u okviru Farmaceutske komore Srbije.

Ključne reči: apoteka, finansijska stabilnost, upravljanje, novčani tok

Cash Flow Management in Pharmacies: Challenges and Strategies for Financial Stability

Effective cash flow management is crucial for the financial stability and operational efficiency of pharmacies. Due to high inventory costs, delayed reimbursements from state funds, and regulatory compliance expenses, pharmacies often face significant liquidity challenges. This paper examines the key factors affecting cash flow in pharmacies, including inventory turnover, payment cycles, and pricing pressures. By addressing these challenges, pharmacies can ensure sustainable operations and maintain their ability to provide essential healthcare services. It is believed that it would be beneficial to provide financial management training at the pharmaceutical faculties, and to provide more professional training within the Pharmaceutical Chamber of Serbia.

Keywords: pharmacy, financial stability, management, cash flow

Neustrezna obravnava denarnega toka v Slovenskih računovodskih standardih

Prispevek obravnava aktualne probleme izrazne moči in uporabe izkaza denarnega izida kot informacije za odločanje. Pri tem izpostavlja njegovo pomanjkljivost standardiziranih tokov v pogledu upoštevanja ročnosti vključenih kategorij ter njihovem vzročno posledičnem izkazovanju. Posebej je podana primerjava izrazne moči denarnega toka po neposredni in posredni metodi, kjer SRS napačno dajejo prednost neposredni metodi.

Ključne besede: denarni tok, SRS, analiza poslovanja, kapitalna ustreznost podjetja

Comparison of Cash Flow Statements Prepared by the Direct and Indirect Method

The paper discusses current problems of expressive power and the use of the cash flow statement as information for decision-making. It highlights its shortcomings in standardized flows in terms of taking into account the maturity of the included categories and their cause-and-effect presentation. In particular, a comparison of the expressive power of cash flow according to the direct and indirect methods is given, where the SAS wrongly gives preference to the direct method.

Keywords: company analysis, capital adequacy of the company, net working capital, cash flow statement

Uporaba menedžmenta znanja v slovenskih organizacijah

Menedžment znanja je eden ključnih dejavnikov konkurenčnosti in uspešnosti sodobnih organizacij, saj omogoča učinkovito pridobivanje, shranjevanje, prenos in uporabo znanja. Na podlagi preteklih študij ugotavljamo, da ima menedžment znanja ključno vlogo pri optimizaciji organizacijskih procesov, saj spodbuja sodelovanje zaposlenih ter omogoča boljše izkoriščanje obstoječih virov znanja. Kljub njegovi pomembnosti številne organizacije znanju ne namenijo zadostne pozornosti, saj se pri njegovem upravljanju soočajo z različnimi ovirami. Med ključne težave uvrščamo pomanjkanje digitalnih orodij in opreme, omejeno digitalno pismenost zaposlenih, časovne omejitve pri deljenju znanja, pomanjkanje ustreznih kompetenc ter neustrezno organizacijsko klimo. Ti dejavniki menedžment znanja postavljajo v podrejeno vlogo, kar zmanjšuje njegov vpliv na izboljšanje delovanja slovenskih organizacij. V prispevku obravnavamo ta problem z vidika kadrovskega menedžmenta, ki nosi ključno odgovornost za načrtovanje, usmerjanje in vzpostavitev učinkovitega sistema menedžmenta znanja. Namen prispevka je podati usmeritve za izboljšanje menedžmenta znanja v slovenskih organizacijah, pri čemer izpostavljamo krepitev digitalnih kompetenc, spodbujanje kulture sodelovanja ter vzpostavitev naprednih sistemov za upravljanje in deljenje znanja.

Ključne besede: menedžment znanja, organizacije, kadrovski menedžment, orodja, digitalne kompetence

Use of Knowledge Management in Slovenian Organisations

Knowledge management is one of the key factors for the competitiveness and success of modern organisations, as it enables the effective acquisition, storage, transfer and use of knowledge. Previous studies have shown knowledge management plays a key role in optimising organisational processes by encouraging employee participation and enabling better use of existing knowledge resources. Despite its importance, many organisations do not pay sufficient attention to knowledge as they face various obstacles in knowledge management. Key problems include lack of digital tools and equipment, limited digital literacy of employees, time constraints in sharing knowledge, lack of relevant competences and inadequate organisational climate. These factors result in knowledge management in a subordinate role, which reduces its impact on improving the performance of Slovenian organisations. In this paper, we address this problem from the perspective of human resource management, which bears the main responsibility for planning, guiding and establishing an effective knowledge management system. The aim of the paper is to provide guidelines for improving knowledge management in Slovenian organisations, highlighting the strengthening of digital competences, the promotion of a collaborative culture and the establishment of advanced systems for managing and transferring knowledge.

Keywords: knowledge management, organisations, human resource management, tools, digital competences

Analiza vpliva digitalnega trženja na udeležbo v dodatnih izobraževalnih programih

Na trgu se pojavljajo vedno nova izobraževanja, kar zahteva premišljeno trženjsko strategijo pri oglaševanju, da programi dosežejo ciljne udeležence. Fakulteta za informacijske študije v Novem mestu je v študijskih letih od 2022/2023 do 2024/2025 sistematično vlagala v oglaševanje svojih brezplačnih polletnih izobraževanj v sklopu projekta NOO piloti z naslovom Naprednejša računalniška znanja, zato je namen prispevka preučiti, kako trg sprejema omenjeno izobraževalno dejavnost ter kako višina vložka v oglaševanje vpliva na končno število vpisanih. Investicije v stroške informiranja in promocijske aktivnosti so postopoma naraščale. Ta sredstva so bila v največji meri porabljena za digitalno oglaševanje in kampanje na družbenih omrežjih. Posledično se je število vpisanih udeležencev v tovrstna izobraževanja pomembno povečalo: iz 59 v letu 2022 na 132 v letu 2023 ter na 127 v letu 2024. Analiza potrjuje pozitivno korelacijo med vložki v oglaševanje in rastjo vpisa, pri čemer se kot najučinkovitejše kažejo usmerjene spletne kampanje. To potrjuje, da ima strateško oglaševanje ključno vlogo pri uspešni promociji dodatnih izobraževalnih programov.

Ključne besede: digitalno trženje, dodatna izobraževanja, trend vpisa, usmerjeno oglaševanje, promocija izobraževalnih programov

An Analysis of the Impact of Digital Marketing on Participation in Continuing Education Programmes

In an increasingly saturated educational market, strategic marketing efforts are essential to ensure that educational programmes reach their intended audiences. This study explores the impact of digital marketing investments on enrollment outcomes in the context of the NOO Pilots "Advanced Computer Skills" project, conducted by the Faculty of Information Studies in Novo mesto during the academic years from 2022/2023 to 2024/2025. The Faculty took a systematic approach to promoting its free, six-month training programmes, focusing on digital channels and social media campaigns. Marketing expenditures increased progressively over the observation period, while the number of participants increased accordingly: from 59 participants in 2022 to 132 in 2023 and 127 in 2024. The analysis shows a positive correlation between the level of marketing investment and the number of participants, highlighting the effectiveness of targeted digital campaigns to improve programme visibility and engagement. The results underline the crucial role of strategic advertising in the successful dissemination and uptake of continuing education initiatives.

Keywords: digital marketing, continuing education, enrollment trends, targeted advertising, educational programme promotion

Pomembne točke učinkovitega mehanskega čiščenja v perutninarski mesni industriji

Proizvodnja piščančjega mesa v Evropski uniji je na drugem mestu glede na podatke, objavljene na spletnem mestu Komisije EU za kmetijstvo in ruralni razvoj. Trend proizvodnje piščančjega mesa je bil enak v letih 2023/2024. V perutninarski industriji mesa sta prisotna dva tipa škodljivih mikroorganizmov: patogeni (kot so *Salmonella* in *Listeria*) in kvarni (na primer *Pseudomonas*). Dobra higijenska praksa v obratu je ključna za kakovost svežega mesa in podaljšanje roka trajanja. Dva izmed zelo pomembnih ukrepov sta sanitacija obrata in nadzor na kontrolnih točkah: temperature tehnološke vode, pripomočkov za čiščenje, sredstev za čiščenje in protokola čiščenja. Za preverjanje učinkovitosti čiščenja se uporabljajo različne metode, kot so mikrobiološki izvidi (brisi na prisotnost števila aerobnih mezofilnih bakterij), hitri testi za prikaz učinkovitosti čiščenja (aparati EnSURE Touch Hygiene) ter pH-lističi. V prispevku predstavimo faze čiščenja obrata (industrije mesa), validacijo čistilnih in dezinfekcijskih sredstev ter faze čiščenja kot ključne kazalnike uspešne higienske prakse obrata.

Ključne besede: perutninarska industrija mesa, čiščenje in dezinfekcija, aerobne mezofilne bakterije

Essential Points of Effective Mechanical Cleaning in the Poultry Meat Industry

According to data published by the EU Commission's Department for Agriculture and Rural Development, chicken meat production in the European Union is in second place. The trend in chicken meat production remained consistent for 2023/2024. Two types of harmful microorganisms are present in the poultry meat industry: pathogens (such as *Salmonella* and *Listeria*) and spoilage microorganisms (such as *Pseudomonas*). Good hygiene practices within the plant are crucial for the quality of fresh meat and its shelf life. One of the key aspects is plant sanitation and its control points, which include the temperature of the technological water, cleaning tools, cleaning agents, and the cleaning protocol. The validation of cleaning and disinfection agents is of utmost importance, as it ensures the effectiveness of the cleaning process. Various methods are employed to assess cleaning effectiveness, including microbiological testing (swabs for the presence of aerobic mesophilic bacteria), rapid tests to evaluate cleaning efficacy (e. g., the EnSURE Touch Hygiene device), and pH strips. This paper outlines the cleaning phases in a facility (meat industry), the validation of cleaning and disinfection agents, and the cleaning phases as key indicators of successful hygiene practices.

Keywords: poultry meat industry, cleaning and disinfection, aerobic mesophilic bacteria

Premostitev vrzeli med visokim šolstvom in potrebami trga dela: vpogled v kvantitativno raziskavo v Sloveniji

Prehod iz visokega šolstva na trg dela ostaja eden ključnih izzivov za diplomante, saj delodajalci pogosto poročajo o pomanjkanju tako tehničnih kot mehkih veščin. Ta študija predstavlja ugotovitve kvantitativne analize, izvedene v Sloveniji, s katero smo ugotavljali percepcije študentov glede njihove zaposljivosti, vrzeli v kompetencah ter učinkovitost visokošolskega izobraževanja pri pripravi na trg dela. V raziskavi identificiramo ključna neskladja med samoevalvacijo študentov in pričakovanji delodajalcev, zlasti na področjih digitalne pismenosti, reševanja problemov, prilagodljivosti in kariernega načrtovanja. Poleg tega z analizo predstavimo vlogo praktičnih izkušenj pri izboljšanju zaposljivosti. Na podlagi ugotovitev predlagamo strukturiran okvir za vključevanje kariernega upravljanja v visokošolske kurikule, in sicer s poudarkom na usklajevanju izobraževalnih programov s potrebami delodajalcev prek okrepljenega sodelovanja z industrijo. Predlagani model je razvit v okviru projekta ELIX in je namenjen izboljšanju visokošolskih kurikulov v Sloveniji.

Ključne besede: zaposljivost, visokošolsko izobraževanje, usklajevanje s trgom dela, mehke veščine, projekt ELIX

Bridging the Gap between Higher Education and Labour Market Needs: Insights from a Quantitative Study in Slovenia

The transition from higher education to the labour market remains a key challenge for graduates, with employers frequently reporting gaps in both technical and soft skills. This study presents the results of a quantitative analysis conducted in Slovenia, examining students' perceptions of career preparation skills gaps and the effectiveness of higher education in preparing them for employment. The research reveals significant discrepancies between students' self-assessments and labour market expectations, particularly in the areas of digital literacy, problem solving, adaptability, and career planning. The study further explores the role of practical experience in improving employability. Based on the findings, the paper proposes a structured framework for integrating career management pathways into higher education curricula, with an emphasis on aligning educational programs with employers' needs through enhanced industry collaboration. The proposed model is developed within the framework of the ELIX project and is aimed at curriculum development in Slovenia.

Keywords: vocational preparation, higher education, labour market orientation, soft skills, employability, ELIX project

Pomanjkanje medicinskih sester in strategije za njihovo zadržanje

Namen prispevka je analizirati pomanjkanje medicinskih sester ter preučiti strategije za njihovo zadržanje v poklicu. Ključni razlogi za pomanjkanje so neugodni delovni pogoji, nizke plače in omejene možnosti za karierni razvoj. Ta težava ogroža stabilnost zdravstvenih sistemov in kakovost oskrbe pacientov (World Health Organization [WHO], 2020). Po podatkih WHO (2020) je leta 2020 na svetu delovalo 27,9 milijona medicinskih sester, vendar jih je primanjkovalo 5,9 milijona. Tudi v Sloveniji število medicinskih sester ni zadostno glede na potrebe zdravstvenega sistema (Zbornica – Zveza, 2021). Pandemija covid-19 je dodatno povečala izgorelost in fluktuacijo kadra (International Council of Nurses, 2023). Pressley in Garside (2023) izpostavljata izboljšanje delovnih pogojev, možnosti izobraževanja in mentorske programe kot ključne strategije zadržanja.

Ključne besede: pomanjkanje medicinskih sester, strategije zadržanja, delovni pogoji, izgorelost

Shortage of Nurses and Strategies for their Retention

The purpose of this paper is to analyze the shortage of nurses and examine strategies for their retention in the profession. The main reasons for the shortage include unfavorable working conditions, low salaries, and limited career development opportunities. This problem threatens the stability of healthcare systems and the quality of patient care (World Health Organization [WHO], 2020). According to WHO (2020), there were 27.9 million nurses worldwide in 2020, but there was a shortage of 5.9 million. In Slovenia, too, the number of nurses also does not meet the needs of the healthcare system (Zbornica – Zveza, 2021). The COVID-19 pandemic has further increased burnout and staff turnover (International Council of Nurses, 2023). Pressley and Garside (2023) highlight improving working conditions, training opportunities and mentoring programs as important strategies for staff retention.

Keywords: nursing shortage, retention strategies, working conditions, burnout

Dvig digitalnih kompetenc in prečnih veščin

Sodobni didaktični pristopi razvoja znanja in veščin študentov so vse večja stalnica prepotrebne transformacije visokega šolstva za akademski razvoj študentov, aktivno državljanstvo ter vstop na konkurenčni trg delovne sile brez primanjkljajev. V 21. stoletju je pomemben razvoj prečnih veščin, kot so npr. komunikacija, sodelovanje, reševanje problemov, kritično razmišljanje, odločanje, z didaktičnimi pristopi personaliziranega in sodelovalnega učenja. Še posebej tistih, pri katerih se izkoristi digitalna okolja in orodja za celovit, učinkovit, premišljen, smiseln, zdrav ter etični razvoj. Zanesljiv napredek razvoja veščin in didaktičnih pristopov na downiverzitetni ravni so prinesli projekti Erasmus+ s sodelovanjem evropskih šolskih ministrstev, javnih in raziskovalnih zavodov, ki so zagotovili pilotne izvedbe na šolah. Eden izmed bistvenih doprinosov so rezultati kvalitativnih in kvantitativnih evalvacij na velikih vzorcih ključnih deležnikov (učenci, učitelji, ravnatelji) in razvoj celovitih pristopov na ravni posameznega pilotnega VIZ. V članku so predstavljeni ključni rezultati teh evalvacij ter njihova povezava s potrebami razvoja didaktičnih pristopov in veščin tudi v visokem šolstvu.

Ključne besede: visoko šolstvo, presonalizirano učenje, sodelovalno učenje, prečne veščine, didaktični pristopi

Enhancing Digital Competences and Transversal Skills

Modern approaches to teaching are crucial for transforming higher education to support student growth, foster active citizenship, and ease entry into the competitive job market. In the 21st century, cultivating transversal skills—such as communication, collaboration, problem-solving, critical thinking, and decision-making—through personalized and collaborative learning methods is essential. This is particularly true for those who can effectively utilize digital environments and tools for holistic, efficient, thoughtful, meaningful, healthy, and ethical development. Erasmus+ projects have significantly advanced skill development and teaching strategies at the pre-university level through collaboration with European education ministries and public institutions. These efforts include pilot implementations in schools, extensive quantitative and qualitative evaluations involving learners, teachers, and principals, and the development of comprehensive strategies at the particular pilot school. This article presents the core findings of these evaluations and their relevance to the ongoing development of didactic approaches and skills in higher education.

Keywords: higher education, personalized learning, collaborative learning, transversal skills, didactic approaches

Inspekcijski nadzor i računovodstvene prevare

Računovodstvene prevare su sve češće zastupljene u modernom društvu. Iste se dešavaju iz raznoraznih razloga, a osnovni razlog je što pojedinci žele da prikažu lažnu sliku o poslovanju svoje firme. To može biti lažna, bolja slika ali također može biti i lažna, lošija slika od stvarne. U slučaju kada se želi prikazati bolja slika firme od stvarne dolazi do preuveličavanja prihoda, dok u slučaju kada se želi prikazati lošija slika od stvarne, dolazi do preuveličavanja rashoda. U oba slučaja se prikazuju netačni finansijski izvještaji. Cilj inspekcijskog nadzora je da prepozna netačne finansijske izvještaje, te da utvrdi tačnu poreznu obavezu. Sukladno tome, inspektori poduzimaju niz aktivnosti, kako bi identifikovali računovodstvene prevare, u cilju eliminisanja njihovog uticaja na finansijske izvještaje. Rezultat tih aktivnosti je utvrđivanje tačne porezne obaveze.

Ključne riječi: računovodstvene prevare, inspekcijski nadzor, finansijski izvještaji

Inspection Supervision and Accounting Frauds

Accounting frauds are increasingly common in modern society. They happen for a variety of reasons, and the main reason is that individuals want to present a false image of their company's activities. This can be a false, better image, but it can also be a false, worse image than the real one. In the case when one wants to present a better image of the company than the real one, revenues are exaggerated, while in the case when one wants to present a worse image than the real one, expenses are exaggerated. In both cases, false financial statements are presented. The goal of the inspection is to identify incorrect financial statements and to determine the correct tax liability. Accordingly, inspectors undertake a series of activities to identify accounting frauds, with the aim of eliminating their impact on financial statements. The result of these activities is the determination of the exact tax liability.

Keywords: accounting frauds, inspection control, financial reports

Pomen računalniške pismenosti in kibernetске varnosti v šolah

V današnjem digitalnem svetu postaja računalniška pismenost ključna kompetenca, ki jo morajo dijaki usvojiti, da bi bili pripravljeni na prihodnost. Hkrati je kibernetска varnost postala ena izmed najpomembnejših tem v izobraževalnem sektorju, saj šole vse bolj uporabljajo digitalna orodja in tehnologije. Pogledali bomo, kako lahko učitelji informatike in računalništva prispevajo k zagotavljanju kibernetске varnosti v šolah. Obravnavali bomo, katere so kompetence, ki so potrebne za uspešno uvajanje varnostnih praks, ter predstavili primere, kjer so učitelji informatike igrali ključno vlogo pri izboljšanju kibernetске varnosti. Predstavili bomo različne pristope in metode, ki jih šole lahko uporabijo za izobraževanje dijakov o varnosti spleta, prepoznavanju kibernetских groženj in zaščiti osebnih podatkov. Prav tako bomo predstavili izzive, s katerimi se soočajo učitelji pri izobraževanju dijakov o kibernetски varnosti, hkrati pa tudi vse pogostejše prisotne izzive, ko se učitelji sami soočajo s področjem kibernetске varnosti. Podali bomo nekaj primerov zlorab ter kako jih lahko preprečimo.

Ključne besede: kibernetска varnost, izobraževanje, kompetence, računalniška pismenost

The Importance of Computer Literacy and Cybersecurity in Schools

In today's digital world, computer literacy has become a crucial skill that students must acquire in order to be prepared for the future. At the same time, cybersecurity has emerged as one of the most important topics in the educational sector, as schools increasingly use digital tools and technologies. We will explore how computer science and informatics teachers can help to ensure cybersecurity in schools. We discuss the skills needed for successfully implementing security practices and present examples where computer science teachers have played a key role in improving cybersecurity. The article presents various approaches and methods that schools can use to educate students about safe internet use, recognizing cyber threats, and protecting personal data. We will also address the challenges teachers face when educating students about cybersecurity, as well as the growing challenges teachers themselves encounter in the field of cybersecurity. In addition, we will provide examples of abuse and explain how these can be actively prevented.

Keywords: cybersecurity, education, competencies, computer literacy

Najboljše izvozne partnerice Slovenije v skladu s teorijo portfeljev

Slovenija je majhno odprto gospodarstvo, zato je njena gospodarska aktivnost pomembno odvisna od izvoza. Seveda si želi, da bi bile njene izvozne partnerice takšne države, ki imajo visoko realno gospodarsko rast, da bi bilo njihovo povpraševanje po slovenskem izvozu čim večje. Poleg tega pa si Slovenija tudi želi, da bi bila variabilnost njihove gospodarske aktivnosti čim manjša, saj si ne želi, da bi bila njena gospodarska aktivnost preveč nihajoča. Cilj te raziskave je izdelati nelinearni matematični model za optimizacijo portfelja držav, ki so glavne izvozne partnerice Slovenije, da bi z njegovo pomočjo identificirali tako imena držav, ki naj bodo glavne izvozne partnerice Slovenije, kakor tudi deleže celotnega izvoza Slovenije, ki ga naj usmerimo v te države. Dobljene rezultate bomo primerjali z dejanskimi rezultati v praksi in ugotovili, v kolikšni meri se optimalni rezultati razlikujejo od dejanskih. Rezultati te raziskave so lahko v pomoč Vladi Republike Slovenije pri oblikovanju in izvajanju zunanjetrgovinske politike Slovenije.

Ključne besede: gospodarska aktivnost Slovenije, glavne izvozne partnerice Slovenije, teorija portfeljev, nelinearno matematično programiranje, Markowitzeva teorija optimalnega portfelja

Slovenia's Best Export Partners in Line With Portfolio Theory

Slovenia is a small open economy, therefore its economic activity significantly depends on exports. Naturally, Slovenia wants its export partners to be countries with high real economic growth, so that their demand for Slovenian exports would be as high as possible. In addition, Slovenia also wants the variability of their economic activity to be as low as possible, as Slovenia does not want its economic activity to fluctuate too much. The aim of this research is to develop a non-linear mathematical model for optimizing the portfolio of countries that are Slovenia's main export partners, with the help of which we will identify both the names of countries that should be Slovenia's main export partners, as well as the shares of Slovenia's total exports that should be directed to these countries. We will compare the obtained results with actual results in practice and discuss to what extent the optimal results differ from the actual ones. The results of this research can assist the Government of the Republic of Slovenia in the formulation and implementation of Slovenia's foreign trade policy.

Keywords: Slovenia's economic activity, Slovenia's main export partners, portfolio theory, non-linear mathematical programming, Markowitz optimal portfolio theory

Kreativne industrije u digitalnom doba: inovacije, izazovi i budućnost online platformi

Ovaj rad analizira razvoj online platforme u okviru DIGITCRESHE projekta, s fokusom na ključne izazove u njenoj implementaciji i mogućnosti poboljšanja. Digitalizacija kulturnog i kreativnog sektora predstavlja jedan od strateških prioriteta, ali njena realizacija nailazi na niz tehničkih, infrastrukturnih i organizacionih prepreka. Rad istražuje trenutno stanje digitalne pismenosti, dostupnosti digitalnih resursa i potrebu za modernizacijom obrazovnih programa u Bosni i Hercegovini. Poseban naglasak stavljen je na značaj saradnje između akademskih institucija, industrije i državnih tijela kako bi se osigurala dugoročna održivost digitalnih inicijativa. Pored tehničkih aspekata, analiziraju se i socio-kulturni faktori koji utiču na prihvatanje digitalnih alata i njihovu integraciju u svakodnevni rad institucija. Na osnovu analize predložene su mjere za unapređenje implementacije platforme, uključujući jačanje tehničke podrške, uvođenje kontinuiranih obuka i strateško planiranje razvoja digitalne infrastrukture. Rad naglašava potrebu za multidisciplinarnim pristupom kako bi digitalizacija kreativnog sektora bila uspješna i održiva.

Ključne riječi: digitalizacija, kreativne industrije, online platforma, kulturni sektor, digitalna pismenost, obrazovne inovacije, DIGITCRESHE projekat

Creative Industries in the Digital Age: Innovations, Challenges, and the Future of Online Platforms

This paper analyzes the development of an online platform within the DIGITCRESHE project, focusing on key challenges in its implementation and possible improvements. The digitalization of the cultural and creative sector is one of the strategic priorities, but its implementation faces numerous technical, infrastructural, and organizational obstacles. The paper examines the current state of digital literacy, the availability of digital resources, and the need for modernization of educational programs in Bosnia and Herzegovina. Particular attention is placed on the importance of cooperation between academic institutions, industry, and government bodies to ensure the long-term sustainability of digital initiatives. In addition to technical aspects, socio-cultural factors that influence the acceptance of digital tools and their integration into the daily work of institutions are analyzed. Based on the analysis, measures for improving the implementation of the platform are proposed, including strengthening technical support, introducing continuous training, and strategic planning for the development of digital infrastructure. The paper highlights the need for a multidisciplinary approach to ensure the successful and sustainable digitalization of the creative sector.

Keywords: digitalization, creative industries, online platform, cultural sector, digital literacy, educational innovations, DIGITCRESHE project

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Analiza i istraživanje zadovoljstva potrošača online kupovinom

Zadovoljstvo potrošača i njihova lojalnost osnova su za dugoročno i uspešno poslovanje u današnjem vremenu. Stoga, kompanije pribegavaju različitim strategijama i taktikama kako bi zadovoljile raznovrsne potrebe, želje i interese svojih potrošača, uz privlačenje i zadržavanje novih. Sa pojavom interneta i razvijanjem društvenih mreža internet poslovanje tj. e-trgovina postalo je sve dominantnije, pa je samim tim i e-CRM koncept dobio na značaju. Uvođenje različitih programa lojalnosti, uz istovremeno stavljanje akcenta na pouzdanost, kvalitet i sigurnost onlajn kupovine omogućen je zagaranovan uspeh i ostvarenje konkurentske prednosti kojom se teži. Na srpskom tržištu, u modnoj industriji, izdvaja se brend Mona, koji je analiziran u ovom radu. Osim studije slučaja, provedena je i anketa kojom se želi ispitati jesu li i u kojoj mjeri njihovi potrošači zadovoljni online kupnjom te što bi, po njihovom mišljenju, trebalo dodatno unaprijediti.

Ključne besede: zadovoljstvo potrošača, lojalnost potrošača, programi lojalnosti, onlajn kupovina

Analysis and Research on Satisfaction Consumer with Online Shopping

Today, consumer satisfaction and their loyalty are the basis for long-term and successful business. Therefore, companies resort to different strategies and tactics to satisfy the diverse needs, wants and interests of their consumers, while attracting and retaining new ones. With the advent of the Internet and the development of social networks, Internet business ie. e-commerce has become increasingly dominant, and therefore the e-CRM concept has gained importance. The introduction of various loyalty programs, while at the same time emphasizing the reliability, quality and safety of online shopping, has enabled guaranteed success and the realization of the competitive advantage that is being sought. In the Serbian market, the Mona brand stands out in the fashion industry, which is analyzed in this paper. In addition to the case study, a survey was also conducted, to investigate whether and to what extent consumers are satisfied with online shopping and what they think should be improved.

Keywords: consumer satisfaction, consumer loyalty, customer loyalty programs, online shopping

Menadžment AI, efikasnost, produktivnost i performanse do 2050. godine

Razvoj veštačke inteligencije (AI) postavlja nove izazove i mogućnosti u upravljanju kompanijama širom sveta. Do 2050. godine, menadžment će se suočiti s transformacijama koje uključuju automatizaciju poslovnih procesa, optimizaciju resursa i redefinisane tradicionalnih modela odlučivanja. Ovaj rad analizira ključne izazove upravljanja u eri AI-a, sa fokusom na efikasnost, produktivnost i performanse poslovnih promena. AI tehnologije omogućavaju kompanijama da povećaju produktivnost kroz prediktivnu analitiku, mašinsko učenje i automatizaciju operacija. Istovremeno, menadžment se suočava sa složenim izazovima – od etičkih i regulatornih aspekata, preko cyber bezbednosti i zaštite podataka, do prilagođavanja radne snage i kreiranja novih veština za buduće poslovne modele. Rad istražuje uticaj AI-a na donošenje odluka, pri čemu se naglašava uloga inteligentnih sistema u optimizaciji lanca snabdevanja, poboljšanju operativne efikasnosti i smanjenju troškova. Pored toga, analizira se kako će upravljačke strategije morati da balansiraju između tehnološkog napretka i održivosti, posebno u kontekstu globalne ekonomije i tržišne konkurencije. Zaključci ukazuju na potrebu prilagođavanja menadžerskih struktura kroz razvoj AI-orijentisanih strategija, digitalnu transformaciju i ulaganje u edukaciju zaposlenih. Uspeh kompanija u narednim decenijama zavisice od njihove sposobnosti da integrišu AI tehnologije uz očuvanje fleksibilnosti, inovacija i društvene odgovornosti.

Ključne reči: veštačka inteligencija (AI), održivost, regulativa, budućnost poslovanja

AI Management, Efficiency, Productivity and Performance by 2050

The development of artificial intelligence (AI) presents new challenges and opportunities for corporate management worldwide. By 2050, management will face transformations including business process automation, resource optimization, and the redefinition of traditional decision-making models. This paper analyzes the key management challenges in the AI era, focusing on efficiency, productivity, and business performance changes. AI technologies enable companies to enhance productivity through predictive analytics, machine learning, and process automation. At the same time, management faces complex challenges—ranging from ethical and regulatory considerations, cybersecurity, and data protection to workforce adaptation and the development of new skills for future business models. The paper explores the impact of AI on decision making and highlights the role of intelligent systems in optimizing supply chains, improving operational efficiency, and reducing costs. It also examines how management strategies must balance technological advancement with sustainability, particularly within the context of the global economy and market competition. The conclusions highlight the need for management structures to adapt through AI-oriented strategies, digital transformation, and workforce education investments. The success of companies in the coming decades will depend on their ability to integrate AI technologies while maintaining flexibility, innovation, and social responsibility.

Keywords: artificial intelligence (AI), management, efficiency, automation

Pričakovanja pacientov glede telerehabilitacije pri osteoartrozi kolena: mešani raziskovalni pristop

Osteoartritis kolena (KOA) zahteva dolgotrajno zdravljenje, pri katerem se lahko pacienti soočajo z veliko ovirami, vključno z neustreznimi fizioterapevtskimi storitvami. Mobilne zdravstvene aplikacije ponujajo obetavno rešitev za izboljšanje dostopnosti in zdravljenja KOA. Namen študije je identificirati pričakovanja pacientov s KOA glede terapije, ki temelji na aplikacijah, določiti funkcionalne zahteve ter oceniti glavne ovire in prednosti uporabe mobilnih aplikacij za obvladovanje KOA. Uporabljena je bila mešana metodologija, ki je združevala kvantitativne in kvalitativne podatke, zbrane prek vprašalnika in poglobljenih intervjujev. V raziskavo je bil vključen namenski vzorec 82 pacientov s simptomatskim KOA, pri čemer so bili izključeni bolniki s kognitivnimi motnjami, bolniki, ki uporabljajo invalidski voziček, bolniki s pridruženimi boleznimi ali jezikovnimi motnjami. Analiza je pokazala, da 53,7 % pacientov daje prednost uporabi pametnih telefonov, 40,2 % pa računalnikov za daljinsko obvladovanje KOA zaradi njihove dostopnosti in priročnosti. Mobilne zdravstvene aplikacije za obvladovanje KOA bi morale dati prednost funkcijam, usmerjenim na uporabnika, ki vključujejo dostopnost, motivacijo in jasno komunikacijo.

Ključne besede: telerehabilitacija, eZdravje, pacienti

Patients' Expectations for Telerehabilitation in Knee Osteoarthritis: A Mixed-Methods Research Approach

Knee osteoarthritis (KOA) requires long-term treatment, which faces significant barriers, including inadequate physiotherapy services. Mobile health applications offer a promising solution to improve access to KOA treatment and increase adherence. The aim of this study is to identify KOA patients' expectations of app-based therapy, determine functional requirements, and assess the main barriers and benefits of using mobile applications for KOA management. A mixed-methods approach was employed, integrating quantitative and qualitative data collected through a questionnaire and in-depth interviews. A purposive sample of 82 patients with symptomatic KOA was included, excluding patients with cognitive impairment, wheelchair dependency, comorbidities or speech impairment. The analysis revealed that 53.7% of patients preferred using smartphones, while 40.2% preferred computers for remote KOA management due to their accessibility and convenience. Mobile health applications for KOA management should focus on user-centered features such as accessibility, motivation, and clear communication.

Keywords: telerehabilitation, eHealth, patients

Izobraževanje s simulacijo v sodobni zdravstveni negi

Simulacijsko učenje je kompleksen proces, ki prispeva k varnejši obravnavi bolnikov na vseh področjih zdravstvenega sistema. Simulacijsko učenje je varen prenos znanja, pri čemer gre za varno pridobivanje kompetenc za izvedbo. Z izvajanjem scenarijev, ki predstavljajo realne situacije v delovnem okolju, zdravstveni delavci pridobijo, obnovijo ali nadgradijo svoje znanje v varnem okolju. Tako se pripravijo na delovanje v kliničnem okolju, kar zmanjša število napak zdravstvenih delavcev ter poveča učinkovitost in kakovost zdravstvene oskrbe. Simulacijsko učenje predstavlja tehniko učenja v kontroliranih pogojih z različnimi tehnološkimi pripomočki. Namen prispevka je z metodo sistematičnega pregleda strokovne literature predstaviti prednosti simulacijskega učenja v zdravstveni negi. Literaturo smo iskali v podatkovnih bazah PubMed, Google Scholar, Cochrane Library in DLib.si. V prispevku smo upoštevali naslednje kriterije: literatura, ki ni starejša od 10 let (obdobje 2013–2024), brezplačna dostopnost člankov, dostop v polnem besedilu ter jezik besedila v slovenščini ali angleščini.

Ključne besede: simulacija, učenje, simulacijski center, zdravstvena nega, varna obravnava bolnikov

Education with Simulation in Modern Nursing

Simulation learning is a complex process that contributes to safer patient care in all areas of the healthcare system. Simulation learning is a safe transfer of knowledge with the safe acquisition of competencies for implementation. By implementing scenarios, that represent real situations in the work environment, healthcare professionals acquire, renew or upgrade their knowledge in a safe environment. This prepares them to operate in a clinical setting, which reduces the number of errors by healthcare professionals and increases the efficiency and quality of health care. Simulation learning is a technique of learning under controlled conditions using various technical tools. The purpose of the paper is to present the advantages of simulation learning in nursing using the method of systematic review of professional literature. We searched the Pub Med, Google Scholar and DLib.si. databases for literature. We considered the following criteria in the paper: Literature not older than 10 years (period 2013–2024), free availability of articles, full text access.

Keywords: simulation, learning, simulation center, nursing care, safe treatment of patients

Pomen vključevanja zaposlenih in vodstvene podpore pri zagotavljanju kakovosti in varnosti v zdravstvu

V dinamičnem zdravstvenem okolju imata vključevanje zaposlenih in podpora vodstva ključno vlogo pri zagotavljanju varnosti pacientov in izboljševanju kakovosti oskrbe. Namen prispevka je raziskati mnenja zaposlenih o upravljanju kakovosti in varnosti v organizaciji. Raziskava temelji na deskriptivni in kavzalno-neeksperimentalni metodi in je potekala s pomočjo anketnega vprašalnika. Zbrani podatki so bili analizirani in predstavljeni z orodjem Microsoft Excel, statistično pa z IBM SPSS Statistics (verzija 26). Raziskava je pokazala zmerno pozitivno korelacijo med vključenostjo zaposlenih v procese izboljšav in zaznavanjem učinkovitosti varnostnih ukrepov ($r = 0,471$, $p = 0,000$). Višje so tudi ocene podpore vodstva pri uvajanju izboljšav, ki so povezane z bolj pozitivnim mnenjem zaposlenih o učinkovitosti upravljanja tveganj in neželenih dogodkov ($r = 0,752$, $p < 0,001$). Večja vključenost zaposlenih v procese izboljšav in močna podpora vodstva pri upravljanju tveganj pozitivno vplivata na varnost, medtem ko odsotnost razlik med vodstvenimi in nevodstvenimi delavci kaže na usklajenost organizacijskih politik in praks.

Ključne besede: vodenje v zdravstvu, organizacijska kultura kakovosti, zdravstvena nega

The Importance of Employee Involvement and Leadership Support in Ensuring Quality and Safety in Healthcare

In the dynamic healthcare environment, employee involvement and managerial support play a key role in ensuring patient safety and improving the quality of care. The aim of this study is to investigate employee perceptions of quality and safety management within the organization. The research was based on a descriptive and causal-non-experimental method, utilizing a survey questionnaire. The collected data was analyzed and presented using Microsoft Excel, while statistical analysis was performed using IBM SPSS Statistics (version 26). The study revealed a moderate positive correlation between employee involvement in improvement processes and the perception of the effectiveness of safety measures ($r = 0.471$; $p = 0.000$). A higher rating of support from managers in implementing improvements was also associated with a more positive view of risk management and adverse event management ($r = 0.752$; $p < 0.001$). Greater employee involvement in improvement processes and strong leadership support for risk management have a positive impact on safety, while the absence of differences between managerial and non-managerial employees indicates alignment in organizational policies and practices.

Keywords: healthcare leadership, organisational quality culture, nursing

Stanovanjska varnost starejših

Demografske spremembe, skupaj s podnebnimi spremembami, digitalno revolucijo, energetske krizo, globalizacijo in prehodom v družbo znanja, so eden izmed največjih izzivov sodobne družbe. Dejstvo je, da delež prebivalcev, starejših od 65 let, narašča tako v Sloveniji kot na ravni EU in bo do leta 2050 presegel 29 %. Staranje prebivalstva prinaša številne družbene, ekonomske in prostorske izzive, kot so povečanje izdatkov za zdravstvo in dolgotrajno oskrbo, pritiski na pokojninske sisteme in potrebe po prilagoditvah bivalnega okolja. Večina starejših v Sloveniji prebiva v lastniških stanovanjih ali hišah, pogosto neustreznih za življenje v starosti – prevelikih, energetske neučinkovitih in funkcionalno neprilagojenih. Visoka stanovanjska nemobilnost, nizka tržna vrednost stanovanjskega premoženja in pomanjkanje ustreznih najemnih možnosti dodatno zmanjšujejo njihovo bivanjsko varnost. Stroški bivanja pogosto presegajo polovico dohodkov, kar pomembno vpliva na kakovost življenja starejših. Namen prispevka je analizirati stanovanjske razmere starejših v Sloveniji, opozoriti na strukturne pomanjkljivosti obstoječega stanovanjskega sistema ter predstaviti ključne usmeritve za prihodnji razvoj.

Ključne besede: demografske spremembe, starajoča družba, družbeni in ekonomski izzivi, stanovanjska varnost, Slovenija

Housing Security of the Elderly

Together with climate change, the digital revolution, the energy crisis, globalization and the transition to a knowledge society, demographic change is one of the greatest challenges facing modern society. The fact is that the proportion of the population aged 65 and over is increasing both in Slovenia and at EU level and is expected to exceed 29% by 2050. An aging population brings with it numerous social, economic, and spatial challenges – from rising healthcare and long-term care costs to pressures on pension systems and the need to adapt the living environment. Most older people in Slovenia live in their own apartments or houses, which are often not suitable for their needs in old age. These homes are often too large, energy inefficient, and functionally inadequate. High residential immobility, the low market value of residential property and the lack of suitable rental options further affect housing security for older people. As a result, housing costs often consume more than half of their income and significantly affect their quality of life. The aim of this article is to analyze the housing conditions of older people in Slovenia, to point out the structural deficiencies of the existing housing system and to present important guidelines for future development.

Keywords: demographic change, ageing society, social and economic challenges, housing security, Slovenia

Teorijske kontroverze ekonomskog rasta u uslovima klimatskih promjena

Rezultati brojnih istraživanja nedvosmisleno otkrivaju da je ekonomski rast među najvažnijim faktorima koji pokreće klimatske promjene. Viši nivo ekonomske aktivnosti podrazumijeva veću upotrebu energije. Klimatske promjene ne samo da ograničavaju ekonomski razvoj i rast, nego i prijeti ekonomskim kolapsom civilizacije, pa je temeljno pitanje da li je nastavak ekonomskog rasta po dosadašnjem neoklasičnom pristupu izvodljiv i uopšte poželjan. Pa ipak, uprkos širokoj saglasnosti da ekonomski rast doprinosi klimatskim promjenama, stavovi o tome da li se nastavak ekonomskog rasta može pomiriti sa ublažavanjem klimatskih promena oštro se razlikuju. U kontekstu naučne i javne rasprave o tome kako uskladiti ekonomsko blagostanje sa održivošću životne sredine iznosi se širok spektar pogleda i narativa. Svaki od pristupa nudi odgovarajuće perspektive za očuvanje životne sredine i odstvarivanje ekonomskog blagostanja, ali imaju različite naglaske i pristupe. Cilj ovog priloga je proširiti razumijevanje razloga nastanka ovih divergentnih ocjena o odnosu između ekonomskog rasta i održivosti životne sredine, te otvoriti tezu o njihovoj komplementarnosti i mogućem međusobnom nadopunjavanju.

Ključne riječi: ekonomski rast, klimatske promjene, zelena ekonomija i održivi razvoj, teorija odrastanja, zelena teologija

Theoretical Controversies of Economic Growth under the Conditions of Climate Changes

The results of numerous studies unequivocally reveal that economic growth is one of the most important factors for climate change. A higher level of economic activity leads to a higher use of energy. Climate change not only limits economic development and growth, but also threatens the economic collapse of civilization, raising the fundamental question of whether the continuation of economic growth according to the current neoclassical approach is feasible and desirable. Yet despite widespread agreement that economic growth contributes to climate change, views on whether continued economic growth can be reconciled with climate change mitigation differ sharply. In the context of the scientific and public debate on how to balance economic well-being with environmental sustainability, a wide range of views and narratives are presented. Each of the approaches offers appropriate perspectives for preserving the environment and achieving economic prosperity, but they have different emphases and approaches. The aim of this paper is to broaden the understanding of the reasons for the emergence of these different assessments of the relationship between economic growth and environmental sustainability, and to put forward a thesis on their complementarity and possible mutual complementarity.

Keywords: Economic growth, climate change, green economy and sustainable development, regrowth theory, green theology

Tržno komuniciranje ponudnika turistične namestitve

V sodobnem konkurenčnem okolju postaja tržno komuniciranje ključni dejavnik uspeha za ponudnike turističnih namestitev. V članku preučujemo, kako lahko različne strategije tržnega komuniciranja vplivajo na privabljanje in zadržanje gostov, izboljšanje blagovne znamke in optimizacijo dobičkonosnosti. V raziskavi obravnavamo manjšo turistično namestitev v Beli krajini, za katero še niso pripravili strategije tržnega komuniciranja. Cilj je povečati obseg poslovanja in število nočitev. Analiza je pokazala različne priložnosti za izboljšanje tržnega komuniciranja, kot so sodelovanje na sejmih, uporaba digitalnega marketinga, organizacija dogodkov in uporaba promocijskih materialov. Vsak od teh pristopov lahko prispeva k boljši prepoznavnosti in večjemu povpraševanju, s čimer se izboljšajo poslovni rezultati turistične namestitve.

Ključne besede: tržno komuniciranje, turizem, turistična namestitve, izboljšanje poslovanja

Marketing Communication of a Tourist Accommodation Provider

In a modern competitive environment, marketing communication is becoming an important success factor for accommodation providers. The article examines how different marketing communication strategies can influence the attraction and retention of guests, the strengthening of the brand and the optimization of profitability. The study focuses on a small accommodation facility in Bela Krajina, which has not previously engaged in marketing communication. The aim is to increase the volume of business and the number of overnight stays. The analysis revealed various opportunities for improving marketing communication, as well as participating in trade fairs, using digital marketing, organizing events and using promotional materials. Each of these approaches can contribute to better visibility in higher demand, thereby improving the business results of the tourist accommodation.

Keywords: marketing communication, tourism, accomodation providers, business improvement

ESG rizik pod povećalom: Prakse europskih financijskih institucija

Okolišni, društveni i upravljački (ESG) čimbenici postaju važna tema na različitim tržištima. Financijske institucije imaju ključnu ulogu u podršci ESG ekosustava. Pored mjerenja odgovornog i održivog poslovanja, vodeće rejting agencije nedavno su uvele ocjene ESG rizika, kako bi menadžerima i ulagateljima pružile sustavnu procjenu izloženosti rizicima održivosti poslovnih subjekata. Koristeći bazu podataka ESG Book, uspoređene su ocjene ESG rizika ("potencijalni negativni utjecaji na poslovni subjekt ili na ulaganje, povezani s ESG čimbenicima") za 380 europskih financijskih institucija. Inferencijalne statističke metode (T-test za nezavisne uzorke i jednosmjerni ANOVA test) otkrile su sličnosti i kontekstualne specifičnosti na razini zemlje i financijske institucije. Dodatno, pomoću regresijskih metoda analize podataka istražen je i odnos između ocjene ESG rizika, te uspješnosti nefinancijskog i financijskog poslovanja promatranih institucija. Predmetno istraživanje pruža znanstvenicima i praktičarima u području ESG-a pregled (doprinosi razumijevanju) i uvide temeljene na dokazima (daju podršku donošenju menadžerskih i investicijskih odluka), vezane za ESG aktivnosti u financijskim institucijama.

Ključne riječi: ESG, financijske institucije, rizik, ESG Book, Europa

ESG Risk Under the Spotlight: Practice of European Financial Institutions

Environmental, social, and governance (ESG) issues have become essential boardroom topics across markets. Financial institutions have a crucial role in supporting the ESG ecosystem. In addition to measuring ESG performance, leading rating agencies recently introduced ESG risk scores to provide managers and investors with a systematic assessment of the sustainability exposure of corporate entities. Using the ESG Book dataset, we identified and compared the ESG risk scores ("the potential negative impact on a company or investment related to ESG factors") of 380 European financial institutions. Inferential statistical methods (e.g. the T-test for independent samples and the one-way ANOVA test) revealed similarities at country and institution level as well as contextual specificities. In addition, the relationship between ESG risk score, ESG performance score, and financial performance was explored using regression-based data analysis methods. The research provides ESG scholars and practitioners with an overview (improves their understanding) and evidence-based insights (informs management and investment decision) into the nature of companies' ESG activities beyond performance.

Keywords: ESG, financial institutions, risk, ESG book, Europe

Primerjava učinkovitosti individualne fizioterapevtske obravnave s skupinsko

Dolge čakalne vrste za fizioterapevtsko obravnavo in zapoznili začetki terapij predstavljajo velik izziv za sodobni zdravstveni sistem. Skupinska fizioterapevtska obravnava se kaže kot obetavna alternativa individualnim obravnavam, s čimer bi zmanjšali čakalne dobe, povečali dostopnost zdravstvenih storitev in izboljšali učinkovitost zdravstvenega sistema. Poleg tega lahko skupinska obravnava prinaša dodatne prednosti, kot so socialna podpora, višja motivacija pacientov in boljša stroškovna učinkovitost. Namen pregleda literature je bil analizirati in primerjati učinkovitost individualne in skupinske fizioterapevtske obravnave pri različnih patologijah. Pregled znanstvenih raziskav kaže, da sta oba pristopa pogosto enako učinkovita pri izboljšanju funkcionalnih sposobnosti, zmanjšanju bolečine in kakovosti življenja pacientov. Lahko trdimo, da sta oba pristopa učinkovita, vendar je izbira odvisna od specifičnih potreb pacienta, vrste patologije in ciljev zdravljenja. Skupinska obravnava je primerna za večino pacientov z zmernimi simptomi, medtem ko individualna obravnava ostaja ključnega pomena za kompleksne primere.

Ključne besede: individualna fizioterapija, skupinska fizioterapija, učinkovitost, pregled literature, klinični izidi

Comparing the Effectiveness of Individual vs. Group Physiotherapy

Long waiting lists for physiotherapy treatments and delayed start of therapies are a major challenge for the modern healthcare system. Group physiotherapy treatment is emerging as a promising alternative to individual treatment to reduce waiting times, increase access to health services and improve the efficiency of the health system. Furthermore, group treatment can bring additional benefits such as social support, higher patient motivation and a better cost-benefit ratio. The aim of this literature review was to analyse and compare the effectiveness of individual and group physiotherapy treatment for different conditions. A review of the scientific research shows that both approaches are often equally effective in improving patients' functional abilities, pain relief and quality of life. In summary, both approaches are effective, but their choice depends on the specific needs of the patient, the nature of the pathology and the treatment goals. Group treatment is suitable for most patients with moderate symptoms, while individual treatment remains essential for complex cases.

Keywords: individual physiotherapy, group physiotherapy, effectiveness, literature review, clinical outcomes

AI i empatija: Nova dimenzija poslovnog uspeha

U savremenom poslovnom svetu empatija, je nova dimenzija poslovnog uspeha. Za moderne organizacije, empatija više nije samo "meka" veština, već strateški alat koji postaje integralni deo menadžerskog procesa koji evoluirala iz emocionalne veštine u ključni poslovni imperativ. Inicijalna naša teza ovog istraživanja je koliko dugo empatija će ostati isključivo ljudska vještina, jeli moguće empatija pomoci umjetna inteligencija dobit psihološki karakter? Ako je to jedna pretpostavljena i potencijalna pozicija hteli smo ispitati kako se lideri "snalaze" u kontekstu komponeneata emocionalne inteligencije prema Golemanovim konceptom. Zbog toga u a producirati umjetna inteligencija! U istraživanje koristio se Upitnik (Goleman i Boyatzis) sa 0 pitanja. Uzorak istraživanje obuhvata 10 preduzeća sa ukupno 50 anketirani lidera u Makedoniji. Analiza odgovora lidera na ESCI upitnik daje nekoliko ključnih zaključaka u njihovu emocionalnu inteligenciju i stil vođenja. Lideri sa visokim empatijskim sposobnostima često imaju bolje odnose sa zaposlenima, jaču organizacionu kulturu i efikasnije timove. Druge mogu imati izazove u komunikaciji, rešavanju konflikata i motivaciji zaposlenih, ali ciljanim razvojem mogu značajno poboljšati svoje liderstvo.

Ključne reči: veštačka inteligencija, empatija, poslovni svet, interpersonalne veštine

AI and Empathy: A New Dimension of Business Success

In the modern business world, empathy is a new dimension of business success. For modern organizations, empathy is no longer just a "soft" skill, but a strategic tool that has become an integral part of the management process that has evolved from an emotional skill into a key business imperative. Our initial thesis of this research is how long empathy will remain an exclusively human skill, is it possible that empathy will help artificial intelligence to become psychological in nature? If this is an assumed and potential position, we wanted to examine how leaders "find their way" in the context of emotional intelligence components according to Goleman's concept. This is the reason why to produce in an artificial intelligence! The research used a Questionnaire (Goleman & Boyatzis) with 20 questions. The research sample includes 10 companies with a total of 50 interviewed managers in Macedonia. The analysis of the managers' responses to the ESCI questionnaire provides several important conclusions about their emotional intelligence and leadership style. Leaders with high empathy skills often have better relationships with their employees, a stronger organizational culture and more efficient teams. Others have challenges in the areas of communication, conflict resolution and employee motivation, but can significantly improve their leadership skills through targeted development.

Keywords: artificial intelligence, empathy, business world, interpersonal skills

Evropska mreža centrov za celostno obvladovanje raka

Skladno z Evropskim načrtom za boj proti raku se v Evropi vzpostavlja Evropsko mrežo centrov za celostno obvladovanje raka (EUNetCCC). Povezala bo obstoječe in na novo certificirane centre za celostno obvladovanje raka in tako pripomogla k zagotavljanju kakovosti diagnostike, zdravljenja ter raziskovanja in usposabljanja v Evropi. Do leta 2030 naj bi imelo do nove mreže zagotovljen dostop 90 % bolnikov z rakom. Temelji mreže so bili pripravljeni v sklopu nedavno (2024) zaključenega projekta CraNE Joint Action. Pripravljen je bil strokovni, znanstveni, izobraževalni in administrativni okvir za trajnostno strukturo, kot tudi struktura vodenja in upravljanja bodoče EUNetCCC. V Sloveniji se v sklopu projekta EUNetCCC Joint Action z zagotovljenimi sredstvi vzpostavlja nacionalno mrežo centrov, ki je ena izmed možnih oblik centrov za celostno obvladovanje raka. Nacionalno mrežo bo predstavljal konzorcij, ki ga sestavljajo Univerzitetni klinični center Ljubljana, Univerzitetni klinični center Maribor, obe Medicinski fakulteti (Ljubljana in Maribor), Univerzitetna klinika Golnik, ki obravnava bolnike z rakom pljuč, Onkološki inštitut in NIJZ. Nove povezave so ključnega pomena za slovenske bolnike. Namen prispevka je predstaviti EUNetCCC in njen pomen za Slovenijo.

Ključne besede: rak, obvladovanje raka, mreža, EUNetCCC JA, Evropski načrt za boj proti raku

European Network of Comprehensive Cancer Centers

In line with the European Beating Cancer Plan, the European Network of Comprehensive Cancer Centers (EUNetCCC) will be established in Europe. It will connect existing and newly certified comprehensive cancer centers to help ensure the quality of diagnosis, treatment, research and training in Europe. By 2030, 90% of cancer patients should have access to the new network. The foundations of the network were prepared as part of the recently concluded (2024) Joint Action CraNE. The technical, scientific, educational and administrative framework for a sustainable structure, as well as the management and governance structure of the future EUNetCCC, have been prepared. In Slovenia, as part of the EUNetCCC Joint Action project and with the funds provided, a national network of centers is being established, which represents one of the possible forms of Comprehensive Cancer Centers. The national network is represented by a consortium consisting of the College Hospitals of Ljubljana and Maribor, the two medical faculties (Ljubljana and Maribor), the Golnik College Hospital, which deals with lung cancer, the Institute of Oncology and the NIJZ. The new connections are of crucial importance for Slovenian patients. This article presents the EUNetCCC and its importance for Slovenia.

Keywords: cancer, cancer control, network, EUNetCCC JA, Europe's cancer control plan

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Ali uporaba platforme eAsistent v šolah izboljšuje digitalno pismenost in vključenost srednješolskih učiteljev?

Od devetdesetih let prejšnjega stoletja so administrativne platforme uvajali v vladne institucije, kasneje pa so se razširile tudi v izobraževanje za avtomatizacijo nalog, kot so upravljanje podatkov, spremljanje prisotnosti, ocenjevanje ter komunikacija s starši in dijaki. Študija preučuje vpliv platforme eAsistent na digitalno pismenost srednješolskih učiteljev na Šolskem centru Novo mesto. Z njo smo želeli ugotoviti, ali pogosta uporaba platforme izboljšuje digitalno pismenost in vključenost učiteljev. Preliminarne ugotovitve kažejo, da uporaba eAsistenta izboljšuje učiteljevo usposobljenost za uporabo digitalnih orodij, krepi samozavest pri uporabi digitalnih tehnologij in povečuje splošno digitalno kompetentnost. Vendar pa se vpliv razlikuje glede na predhodne izkušnje z digitalnimi tehnologijami, pogostost njihove uporabe v vsakdanjem življenju ter starost učiteljev. Za bolj celovito razumevanje je potrebna nadaljnja raziskava, ki bi vključevala večji vzorec učiteljev iz različnih šol po Sloveniji.

Ključne besede: eAsistent, digitalna pismenost, digitalna vključenost, srednješolski učitelji

Do E-Administration Platform Easistent Used in Schools Increase High School Teacher's Digital Literacy and Inclusivity?

Since the 1990s, e-administration platforms have been implemented in government institutions, and later extended to education to automate tasks like data management, attendance tracking, assessments, and communication with parents and students. The study examines how the e-administration platform eAsistent affects the digital literacy of high school teachers at the Novo mesto School Center. This research explores whether frequent platform use enhances teachers' digital literacy and inclusivity. Findings suggest that eAsistent improves teachers' competence in e-administrative tools, boosts confidence in digital technology, and enhances overall proficiency. However, the effects vary depending on previous digital experience, daily technology use and age. Further research with a broader sample of teachers in Slovenia is needed for a more comprehensive understanding.

Keywords: eAsistent, digital literacy, digital inclusion, high school teachers

Forenzičko računovodstvo u visokom obrazovanju u Srbiji iz perspektive studenata

Poslednjih godina finansijska prevara je konzistentno dominirala na naslovnim stranama mejnstrim novina širom sveta. Sve je očiglednije da su profesionalni računovođe sa veštinama forenzičkog računovodstva od suštinskog značaja za sprečavanje, otkrivanje i istragu prevaramih aktivnosti. Sve veća rasprostranjenost korupcije i finansijskih prevara dovodi do potrebe da se forenzičko računovodstvo integriše u nastavne planove i programe, posebno u zemljama u razvoju. Ovaj rad istražuje trenutno stanje obrazovanja za forenzičko računovodstvo u Srbiji i ocenjuje njegovu efikasnost iz ugla studenata menadžmenta i informatike.

Ključne reči: prevara, forenzičko računovodstvo, prevencija, visoko obrazovanje

Student Perspectives on Forensic Accounting in Serbian Higher Education

In recent years, financial fraud has repeatedly dominated the headlines of major newspapers around the world. It is increasingly evident that professional accountants with forensic accounting skills are essential for preventing, detecting, and investigating fraudulent activities. The increasing prevalence of corruption and financial fraud drives the need to integrate forensic accounting into educational curricula, especially in developing countries. This study examines the current state of forensic accounting education in Serbia and evaluates its effectiveness from the perspective of management and computer science students.

Keywords: fraud, forensic accounting, prevention, higher education

Skupinska vadba kot podpora zdravemu staranju: izkušnje in motivi udeležencev

Telesna dejavnost je ena najučinkovitejših strategij za spodbujanje zdravega staranja. Namen raziskave je bil raziskati motive starejših odraslih za udeležbo na skupinski vadbi, njihov subjektivni odziv na vadbo ter njihovo zadovoljstvo z vadbo. V raziskavi je sodelovalo 18 oseb, starih 65 let in več, ki redno obiskujejo organizirano vadbo. Podatki so bili zbrani s pomočjo anketnega vprašalnika z odprtimi vprašanji, odgovori pa so bili analizirani s kvalitativno vsebinsko analizo. Rezultati so pokazali, da so glavni motivatorji za udeležbo pri vadbi ohranjanje zdravja, izboljšanje fizičnega počutja, druženje ter strokovno vodenje. Udeleženci so poročali o izboljšanem počutju po vadbi, večji vitalnosti, višji ravni energije ter pozitivnem razpoloženju. Vadbo doživljajo kot prijetno in koristno izkušnjo, ki presega zgolj telesne učinke. Poudarili so tudi pomen strokovno vodenih vadb ter pozitivne skupinske dinamike. Kljub temu so izpostavili nekaj izzivov, kot so velikost skupine in zamujanje posameznikov. Raziskava je omejena zaradi majhnega vzorca, subjektivnosti samoporočanja ter neenotnosti glede vrste vadbe, ki so jo udeleženci izvajali. Kljub tem omejitvam ponuja vpogled v dejavnike, ki vplivajo na telesno dejavnost starejših, in poudarja pomen celostnega pristopa k načrtovanju programov vadbe za to populacijo. Nadaljnje raziskave z večjim vzorcem in vključitvijo objektivnih meritev bi lahko dodatno prispevale k razumevanju učinkov telesne dejavnosti v starejšem obdobju.

Ključne besede: starejši odrasli, telesna dejavnost, skupinska vadba, motivi, počutje po vadbi

Group Exercises to Support Healthy Ageing: Participants' Experiences and Motivations

Physical activity is one of the most effective strategies for promoting healthy ageing. The aim of this study was to investigate older adults' motives for participating in group exercise, their subjective response to exercise and their satisfaction with exercise. The participants were 18 individuals aged 65 years and over who regularly participate in organised exercise classes. The data was collected using an open-ended questionnaire and the responses were analysed using qualitative content analysis. The results showed that the main motivators for participating in sport were maintaining health, improving physical well-being, social contact and professional guidance. Participants reported an improved sense of well-being after exercise, increased vitality, higher energy levels and positive mood. They experience exercise as an enjoyable and rewarding experience that goes beyond the physical effects. They also emphasized the importance of professionally led exercise sessions and positive group dynamics. However, some challenges were also mentioned, such as the size of the group and the lateness of individual participants. The study is limited by the small sample size, the subjectivity of the self-assessment and the heterogeneity of the sports practised by the participants. Despite these limitations, it provides insights into the factors that influence physical activity in older people and highlights the importance of a holistic approach to planning exercise programmes for this population group. Further research with larger samples and incorporating objective measures could contribute to understanding the impact of physical activity in older age.

Keywords: older adults, physical activity, group exercise, motives, well-being after exercise

Pokreće li strah menadžera namjeru upravljanja kibernetičkim rizicima?

Digitalna transformacija značajno povećava izloženost kibernetičkim rizicima poduzeća, intenzivirajući potrebu upravljanja kibernetičkim prijetnjama. Dok se tradicionalni pristup objašnjenju namjere upravljanja rizicima temelji na Teoriji motivacije za zaštitom (PMT), specifične karakteristike kibernetičkih rizika i potencijalno velike posljedice odluka vezanih uz upravljanje rizicima na poduzeće, ali i na donositelje odluka, stvaraju uvjete u kojima bi emocije mogle utjecati na donošenje odluka. Ovo implicira da bi integracija elemenata bihevioralne ekonomije u PMT model mogla pružiti dublje razumijevanje namjere upravljanja kibernetičkim rizicima. U ovom radu cilj je istražiti emociju straha i njezinu posredničku ulogu u odnosu između percepcije prijetnje i namjere upravljanja kibernetičkim rizicima. Empirijska analiza temelji se na odgovorima 673 glavna izvršna menadžera poduzeća koja posluju u različitim djelatnostima u Republici Hrvatskoj. Podaci su prikupljeni anketom i analizirani primjenom metode modeliranja strukturalnim jednačbama (SEM), koristeći tehniku PLS-SEM za procjenu modela.

Ključne riječi: kibernetički rizici, upravljanje kibernetičkim rizicima, emocija straha

Does Ceo's Fear Drive Cyber Risk Management Intention?

Digital transformation significantly increases the exposure of organisations to cyber risks, which reinforces the need for cyber risk management. While the traditional approach to explaining risk management intentions is based on Protection Motivation Theory (PMT), the specific characteristics of cyber risks and the potentially large consequences of risk management decisions for both the organisation and the decision makers create an environment in which emotions could influence decision-making. This means that integrating elements of behavioural economics into the PMT model could provide a deeper understanding of the intention to manage cyber risk. This paper examines the emotion of fear and its mediating role in the relationship between threat perception and intention to manage cyber risk. The empirical analysis is based on the responses of 673 CEOs of companies operating in various industries in the Republic of Croatia. The data was collected through a survey and analysed with the structural equation modelling (SEM) method, using the PLS-SEM technique for model estimation.

Keywords: cyber risks, cyber risk management, sense of fear

Dejavniki inoviranja za povečanje učinkovitosti

V okolju nenehnih in kompleksnih sprememb bi morale biti inovacije glavna skrb organizacij, ki bi rade ostale zdrave in konkurenčne. Inovacije so tako postale predmet velikega zanimanja raziskovalcev zasebnega sektorja. Nekoliko manj pozornosti pa se posveča inovacijam v javnem sektorju, čeprav tudi tu njihov pomen ni nič manjši. Javni sektor je pomemben dejavnik družbenega razvoja, ki ustvarja sistemsko okolje zasebnemu sektorju. Z inovacijami lahko to okolje naredimo bolj prijazno in spodbudno, inovativne rešitve pa lahko zmanjšajo stroške delovanja in s tem razbremenijo proračun. Inoviranje v zdravstveni organizaciji prispeva k izboljšanju kakovosti storitev, povečanju učinkovitosti, večjemu prilagajanju potrebam pacientov ter tehnološkemu napredku. Za uspešno uvajanje inovacij je potreben celovit pristop, ki vključuje spodbudno in odprto organizacijsko kulturo, podporo vodstva in ustrezne strategije, ustrezne vire in kontinuirano učenje. Pomemben dejavnik inoviranja v javnem sektorju oziroma zdravstvu je tudi regulativni okvir, ki lahko spodbuja ali zavira inoviranje oziroma uvedbo novosti. Prispevek analizira glavne dejavnike, ki vplivajo na inovacijske procese v zdravstveni ustanovi, Splošni bolnišnici Novo mesto, in poudarja pomen organizacijske kulture, vodstva, tehnologije ter financiranja.

Ključne besede: inoviranje, zdravstvena ustanova, učinkovitost, organizacijska kultura

Factors for Innovation to Increase Efficiency

In an environment of constant and complex change, innovation should be the primary concern of organizations that want to remain healthy and competitive. Innovation has thus become the subject of great interest for private sector researchers. Somewhat less attention is paid to innovation in the public sector, although its importance is no less important. The public sector is an important factor in social development, creating a systemic environment for the private sector. With innovation, we can make this environment friendlier and more stimulating, and innovative solutions can reduce operating costs and thus ease the burden on the budget. Innovation in the healthcare organization contributes to improving the quality of services, increasing efficiency and greater adaptation to the needs of patients and technological progress. The successful introduction of innovation requires a comprehensive approach that includes a stimulating and open organizational culture, management support and appropriate strategies, adequate resources and continuous learning. An important factor in innovation in the public sector and healthcare sector is also the regulatory framework, which can encourage or inhibit innovation or the introduction of innovations. The paper analyzes the main factors influencing the innovation processes in the medical institution, Novo mesto General Hospital, and highlights the importance of organizational culture, leadership, technology and financing.

Keywords: innovation, medical institution, efficiency, organizational culture

Konkurentnost u doba globalnog haosa

Konkurentnost na globalnom planu podrazumijeva paradigme uspjeha, koje se temelje prije svega na inovativnosti, kreativnosti, produktivnosti, lojalnosti individualne i timske kulture. Iako se pojam konkurentnosti u Evropi i svijetu, globalno više veže za razvijene zemlje, razvijenost tehnologije i ljudski resurs uvodi i zemlje tranzicije u pojam globalne konkurentnosti. Naročito je važno posmatrati ove pojmove iz ugla konteksta i kulture u kojoj živimo. Posmatrano globalistički sve ono što vodi konkurentnosti a vezano je za ljudski resurs su kreativne sposobnosti, inovativnost, fleksibilnost, socio-emocionalne vještine, timski rad, jezičke vještine interkulturalnosti, digitalne vještine, sposobnost tolerancije i otvorenog uma za nova saznanja i iskustva. Na koji način ovladati ovim vještinama u vremenu sveopšte buke i haosa, kada smo zasuti stotinama informacija? Postoje pristupi koji uključuju filozofski, sociološki, psihološki i komunikativni model. Jer, bez dobre i uspješne komunikacije, kada smo iskomunicirani i dostupni 24 sata, teško je ostvariva uspješnost na bilo kom planu. Komunikacija je nasušna potreba svih ljudi. Ono što povećava kvalitet i ekonomske komunikacije je zdravo ponašanje koje omogućuje psihičko i fizičko funkcionisanje. To podrazumijeva: njegovanje samopouzdanja, emocionalno punjenje, aktivno življenje i čuvanje granica.

Ključne riječi: konkurentnost, kaos, ekonomska komunikacija, zdravlje

Competitiveness in the Age of Global Chaos

Global competitiveness implies paradigms of success, which are based above all on innovation, creativity, productivity, individual loyalty and team culture. Although the concept of competitiveness in Europe and worldwide tends to be associated with developed countries, the development of technology and human resources also introduces transition countries into the concept of global competitiveness. It is particularly important to look at these concepts from the perspective of the context and culture we live in. From a global perspective, everything that leads to contemporaneity and is related to human resources are creative skills, innovation, flexibility, socio-emotional skills, teamwork, language skills, interculturality, digital skills, the ability to tolerate and be open-minded to new knowledge and experiences. How to master these skills in a time of general noise and chaos where we are inundated with hundreds of pieces of information? There are approaches that include philosophical, sociological, psychological and communicative models. Because without good and successful communication, in an age we can no longer communicate and are available 24 hours a day, it is difficult to succeed at any level. Communication is a daily need for all people. What enhances the quality of business communication is healthy behavior that enables mental and physical functioning. This includes: cultivating self-confidence, emotional fulfillment, active living and maintaining boundaries.

Keywords: competitiveness, chaos, business communication, health

Assessment of the Public Sector Accounting System in Turkey in the Context of Globalisation and EU Harmonisation

This study examines Turkey's public accounting reforms in the context of globalization and the EU harmonization process. The study focuses on the adoption of international accounting standards and analyzes Turkey's transition from traditional cash-based accounting to accrual-based systems in accordance with International Public Sector Accounting Standards (IPSAS) and the emerging European Public Sector Accounting Standards (EPSAS) framework. The findings show that while Turkey has made significant progress in modernizing its public financial management through legislative reforms and institutional changes, some challenges remain in fully harmonizing with EU standards. The main obstacles include technical implementation difficulties, resistance to change within public institutions and the need for further capacity building. The study highlights the dual pressure Turkey is under to simultaneously adapt to global accounting standards and prepare for the requirements of eventual EU membership. The study concludes that the successful implementation of public accounting reforms requires stronger political commitment, improved technical infrastructure and comprehensive training programs for accounting professionals.

Keywords: public sector accounting, IPSAS, EPSAS, EU harmonization, accounting reforms, Turkey

Ocena sistema javnega računovodstva v Turčiji v kontekstu globalizacije in usklajevanja z EU

Ta študija preučuje reforme javnega računovodstva v Turčiji v okviru globalizacije in procesov usklajevanja z EU. Raziskava se osredotoča na sprejetje mednarodnih računovodskih standardov in analizira prehod Turčije s tradicionalnega računovodstva na podlagi denarnih sredstev na sistem, ki temelji na nastanku poslovnega dogodka, v skladu z Mednarodnimi računovodskimi standardi za javni sektor (IPSAS) in razvijajočim se okvirom Evropskih računovodskih standardov za javni sektor (EPSAS). Ugotovitve razkrivajo, da je Turčija z zakonodajnimi reformami in institucionalnimi spremembami sicer dosegla velik napredek pri posodabljanju upravljanja javnih financ, vendar je pri doseganju popolne uskladitve s standardi EU še vedno nekaj izzivov. Glavne ovire so tehnične težave pri izvajanju, odpor do sprememb v javnih institucijah in potreba po nadaljnji krepitvi zmogljivosti. Študija poudarja dvojni pritisk na Turčijo, in sicer da se hkrati prilagodi svetovnim računovodskim standardom in pripravi na morebitne zahteve za članstvo v EU. V raziskavi ugotavljamo, da so za uspešno izvajanje računovodskih reform v javnem sektorju potrebni večja politična zavezanost, izboljšana tehnična infrastruktura in celoviti programi usposabljanja za računovodske strokovnjake.

Ključne besede: javno računovodstvo, IPSAS, EPSAS, usklajevanje z EU, računovodske reforme, Turčija

Progresivne spletne aplikacije

Progresivne spletne aplikacije v obliki, kot jih poznamo danes, praznujejo desetletnico obstoja. V tem času so iz preprostih aplikacij prerasle v kompleksne sisteme, ki podpirajo elektronsko poslovanje pomembnih svetovnih podjetij. Namen članka je predstavitev temeljnih značilnosti progresivnih spletnih aplikacij, njihovih prednosti in slabosti, izvedena pa je tudi primerjalna analiza z izvornimi mobilnimi aplikacijami kot najpomembnejšo konkurenčno tehnologijo. Glavna ugotovitev je, da bodo progresivne spletne aplikacije v prihodnosti še pridobivale na pomenu predvsem pri izgradnji aplikacij, ki se ukvarjajo z dostavo vsebine, zaradi svojih pomanjkljivosti pa ne bodo nikoli popolnoma nadomestile izvornih mobilnih aplikacij. Njihova uporaba je smiselna predvsem pri projektih, kjer imamo opravka z omejenim proračunom in omejenimi viri, če se zahteva hitro dostavo izdelka na tržišče, če želimo doseči kar najširši krog potencialnih uporabnikov tudi na starejših mobilnih napravah in počasnejših omrežnih povezavah, če so potrebne redne in pogoste posodobitve aplikacije ali če želimo doseči ustrezno vidnost tako na svetovnem spletu kot znotraj trgovin z aplikacijami.

Ključne besede: progresivne spletne aplikacije, razvoj mobilnih aplikacij, razvoj spletnih aplikacij, izvorne aplikacije

Progressive Web Applications

Progressive web applications, as we know them today, are celebrating their tenth anniversary. During this time, they have evolved from simple applications to complex systems that support the e-business of large global companies. The aim of the article is to present the basic characteristics of progressive web applications, their advantages and disadvantages, as well as to conduct a comparative analysis with native mobile applications as the main competing technology. The main findings of the article suggest that progressive web applications will continue to gain importance in the future, especially in the development of content delivery applications. However, due to their limitations, they will never completely replace native mobile applications. Their use makes particular sense for projects with limited budgets and resources, where speed to market is required, where the widest possible audience is to be reached, including users of older mobile devices and slower network connections, where frequent and regular application updates are required and, finally, where adequate visibility is sought both on the web and in the app stores.

Keywords: progressive web applications, mobile application development, web application development, native applications

Zanesljivost Y-testa za ravnotežje za spodnji del telesa: pregled literature

Y-test za ravnotežje (YBT) za spodnji del telesa je pogosto uporabljeno ocenjevalno orodje za vrednotenje dinamičnega ravnotežja, nevro-mišične kontrole in funkcionalnih asimetrij. Uporablja se pri športnikih, pri ocenjevanju tveganja za poškodbe in v rehabilitaciji. Ta pregled literature preučuje zanesljivost YBT za spodnji del telesa v različnih populacijah. Raziskave kažejo, da ima YBT za spodnji del telesa zmerno do visoko zanesljivost, pri čemer se intraklasni korelacijski koeficienti (ICC) običajno gibljejo med 0,75 in 0,99, odvisno od populacije, testnih pogojev in izkušenj ocenjevalca. Na rezultate testa lahko vplivajo različni dejavniki, kot so dominantna okončina, utrujenost in značilnosti preiskovancev. Kljub tem omejitvam se YBT šteje za veljavno in zanesljivo orodje za ocenjevanje stabilnosti spodnjih okončin in funkcionalne zmogljivosti. Njegova sposobnost zaznavanja gibalnih asimetrij je še posebej uporabna pri oceni tveganja za poškodbe in pri spremljanju rehabilitacije. Vendar pa so potrebne nadaljnje raziskave za vzpostavitev normativnih vrednosti za različne populacije in izboljšanje protokolov, ki povečujejo natančnost meritev.

Ključne besede: Y-test za ravnotežje za spodnji del telesa, dinamično ravnotežje, zanesljivost

Reliability of the Y Balance Test Lower Quarter: A Literature Review

The Y Balance Test (YBT) Lower Quarter is a widely used assessment tool for evaluating dynamic balance, neuromuscular control, and functional asymmetries. It is frequently used in sports performance, injury risk assessment and rehabilitation. This literature review examines the reliability of the YBT Lower Quarter in different populations. Research suggests that the YBT Lower Quarter has moderate to high reliability, with intraclass correlation coefficients (ICCs) typically ranging from 0.75 to 0.99, depending on the population, testing conditions, and experience of the evaluator. Several factors can influence the test results, such as limb dominance, fatigue, learning effects and subject characteristics. Despite these limitations, the YBT is considered a valid and reliable tool for assessing lower limb stability and functional performance. Due to its ability to detect movement asymmetries, it is particularly useful for injury risk screening and rehabilitation monitoring. However, further research is needed to establish normative values for different populations and refine protocols to improve the consistency of measurements.

Keywords: Y-balance test (YBT), dynamic balance, reliability

Analiza potreb izvajanja telesne vadbe pri stanovalcih doma starejših občanov

Staranje prebivalstva predstavlja enega ključnih javnozdravstvenih izzivov sodobne družbe. Redna telesna aktivnost se uveljavlja kot pomemben dejavnik za ohranjanje funkcionalne in kognitivne sposobnosti starejših. V okviru projekta Ohranjanje funkcionalne sposobnosti starejših s telesno aktivnostjo smo izvedli kvalitativno raziskavo s študenti zdravstvenih ved. Namen raziskave je bil analizirati učinke redne telesne vadbe na fizično, čustveno in kognitivno stanje starejših oseb. V raziskavo je bilo vključenih 16 starostnikov (povprečna starost $83,5 \pm 4,9$ leta). Uporabili smo tehniko polstrukturiranega intervjuja. Rezultati kažejo na pozitivne učinke vadbe: izboljšano gibljivost, večjo telesno pripravljenost in zmanjšanje bolečin. Udeleženci so poročali o čustveni pomiritvi, prijetni utrujenosti in večjem občutku smisla. Vadba je vplivala tudi na kognitivne procese – posledica je zmanjšanje skrbi in večja osredotočenost. Skupinska vadba je spodbujala socialno vključenost in preprečevala osamljenost.

Ključne besede: staranje, telesna vadba, kognitivna učinkovitost, funkcionalna samostojnost, čustvena odpornost, socialna povezanost

Analysis of Exercise Needs of Older People in Care Homes

The ageing of the population is one of the greatest public health challenges facing modern society. Regular physical activity has been shown to be a key factor in maintaining functional and cognitive abilities in older adults. A qualitative study of nursing students was conducted as part of the project "Maintaining functional ability in older adults through physical activity". The aim was to analyse the effects of regular physical activity on the physical, emotional and cognitive well-being of older individuals. The study included 16 participants (mean age 83.5 ± 4.9 years), using semi-structured interviews as the main method of data collection. The results indicate several benefits of physical activity: improved mobility, increased physical readiness and reduced pain. Participants reported emotional calmness, comfortable fatigue and a greater sense of meaning. Exercise also influenced cognitive processes, helping to reduce worry and improve concentration. Group exercise promoted social integration and reduced loneliness.

Keywords: ageing, physical exercise, cognitive performance, functional independence, emotional resilience, social connectedness

Vpliv pomanjkanja delavcev na zaposlene v zdravstveni negi

Pomanjkanje zaposlenih v zdravstveni negi ima precejšen vpliv na delavce v tej panogi. Ta problem je še posebej pereč v zadnjih letih, saj se soočamo z različnimi izzivi, kot so povečano število starejših prebivalcev, preobremenjenost zdravstvenih delavcev ter vse večje število nalog, ki jih morajo opravljati. Z raziskavo smo želeli ugotoviti, ali zaposleni v zdravstveni negi občutijo pomanjkanje delavcev in kakšen vpliv ima pomanjkanje delavcev na zaposlene v zdravstveni negi. Raziskava je bila izvedena z uporabo kvantitativnega načina raziskovanja in z deskriptivno metodo dela. Podatke smo pridobili s tehniko anketiranja. V raziskavi je sodelovalo 220 delavcev, ki so zaposleni v zdravstveni negi. Več kot dve tretjini (77 %) jih je odgovorilo, da na njihovem delovnem mestu močno primanjkuje delavcev. Večina (86 %) zaposlenih je odgovorila, da občutijo večji stres ter da imajo več nadur, 73 % pa jih je odgovorilo, da zaradi pomanjkanja delavcev večkrat prihaja do napak pri delu. Skoraj večina (91 %) občuti pomanjkanje zaposlenih tudi v zasebnem življenju. Kljub prizadevanjem za izboljšanje delovnih pogojev in zagotovitev potrebnih zdravstvenih delavcev se v zdravstveni negi še vedno soočamo z velikimi izzivi.

Ključne besede: pomanjkanje zaposlenih v zdravstveni negi, stres zaposlenih, napake pri delu

The Impact of Staff Shortages on Healthcare Workers

The shortage of nursing staff has a significant impact on employees in this sector. This problem has been particularly acute in recent years as we are faced with various challenges, such as an increasing number of elderly people, overworked healthcare staff and a growing number of tasks they have to perform. The aim of the research was to determine whether nurses are suffering from a labour shortage and what impact the labour shortage is having on nurses. The study was conducted using a quantitative research method and a descriptive working method. The data was collected using a survey technique. 220 nursing staff took part in the study. More than two-thirds (77%) of them stated that there is a significant shortage of staff in their workplace. The majority (86%) of employees stated that they are under more stress and have to work more overtime, and 73% responded that they make more mistakes at work due to the shortage. Almost the majority (91%) also experience the labour shortage in their private lives. Despite efforts to improve working conditions and staffing needs, we still face major challenges in this industry.

Keywords: staff shortage, employee stress, work errors

Analiza kazalnikov trajnostnega razvoja v Srbiji na podlagi metod Gray Dibr li in Rough Mabac

Koncept trajnostnega razvoja vključuje tri dimenzije: ekonomsko, socialno in okoljsko. Vse tri dimenzije so med seboj povezane. Tako na primer družbena in okoljska področja odražajo uspešnost gospodarskega področja. Učinkovita uporaba koncepta trajnostnega razvoja pozitivno vpliva na celotno uspešnost srbskega gospodarstva. Vprašanje analize trajnostnega razvoja posamezne države, tudi Srbije, je zelo aktualno. Za te potrebe so bili razviti številni kazalniki. Statistika Evropske unije navaja 17 skupin ciljev trajnostnega razvoja. Znotraj vsake skupine so bili razviti številni indikatorji, specifični za vsako skupino. Izhajajoč iz tega so v študiji kazalniki ciljev trajnostnega razvoja v okviru industrije, inovacij in infrastrukture (Cilj 9) v Srbiji analizirani na podlagi metod Gray DIBR II in Rough MABAC. Zajeto je obdobje 2017–2022. V zadnjem času so v Srbiji analizirani cilj trajnostnega razvoja uresničili v največji možni meri. Gledano v celoti ima to pozitiven vpliv na celotno uspešnost srbskega gospodarstva.

Ključne besede: cilji trajnostnega razvoja (SDG 9), Srbija, Gray DIBR II, Rough MABAC

Analysis of Sustainable Development Indicators in Serbia Based on Gray DIBR II and Rough Mabac Methods

The concept of sustainable development includes three dimensions: economic, social, and environmental. All three dimensions are interlinked. Thus, for example, the social and environmental domains reflect the performance of the economic domain. The efficient application of the concept of sustainable development has a positive impact on the overall performance of the Serbian economy. The issue of analyzing the sustainable development of each country, as Serbia also knows, is very topical. Numerous indicators have been developed for these needs. The European Union statistics list 17 groups of sustainable development goals. Within each group, numerous indicators have been developed that are specific to each group. In this study, the indicators for the Sustainable Development Goals under (Goal 9) Industry, Innovation and Infrastructure in Serbia are analyzed based on the Gray DIBR II and Rough MABAC methods. The period 2017–2022 is covered. Recently, the analyzed goal of sustainable development has been largely implemented in Serbia. Overall, this has a positive impact on the overall performance of the Serbian economy.

Keywords: Sustainable Development Goals (SDG 9), Serbia, Gray DIBR II, Rough MABAC

Poslovni model trajnostnega razvoja pomeni analizirati negativne učinke in poplačila posla

Z letom 2025 velja, da morajo podjetja o svojem odnosu do trajnosti poročati. Zato prispevek analizira, ali so njene tri dimenzije – ekonomska, socialna in okoljska – razumljene in ali je osredotočenost na poslovne cilje poravnana s cilji trajnostnega razvoja. Prispevek se osredotoča na dejavnike ustvarjanja bogastva in trajnostne vrednosti, saj se v povezavi z njimi poglobljajo socialne in ekonomske neenakosti. Cilji trajnostnega razvoja bi morali namreč trasirati pot, da se civilizacija ponovno uskladi z naravo. 21. stoletje prinaša vojne, finančni krizi 2008 je sledil zagon digitalizacije, z letom 2014 investiranja v neopredmetena sredstva prinašajo višje dobičke od investiranja v opredmetena sredstva. Kriza ob covidu-19 je vse subjekte (fizične in pravne) vpletla v digitalno transformacijo sistemov, delujemo v realnem in virtualnem svetu. Zato sledijo raziskovalna vprašanja: »Ali spremenjeni koncept ustvarjanja vrednosti otežuje uveljavljanje trajnostnih vrednot?«, »Kakšna je povezava med klasičnimi tremi ekonomskimi vprašanji (»Kaj, koliko?«, »Za koga?«, »Na kakšen način?«) in med ekonomskim, socialnim in okoljskim stebrom SDG?«, »Ali je uvedba računovodskih standardov trajnostnega poročanja zadosten ukrep za ponovno uskladitev civilizacije z naravo?«

Ključne besede: cilji trajnostnega razvoja (SDG), poslovni model, koncept vrednosti, trajnostna vrednost, pristop trajnostnega poslovnega modela

Sustainable Business Model Means to Analyse Negative Impacts and Business Grants

From 2025, companies will be obliged to report on their corporate sustainability. Therefore, the paper focuses attention on the economic, social and environmental pillars of sustainable development; it analyses whether the values of the pillars are understood and whether they are aligned with corporate goals. The paper also focuses on wealth creation and sustainable value as the social and economic divide widens. The social development goals are intended to show the way to reconcile civilization with nature. The XXI century brings wars, the 2008 financial crisis was followed by the explosion of digitalization: since 2014, investing in intangible assets brings more profit than investing in tangible assets. Since the COVID-19 crisis, everyone (physical and legal) has been working in the real and virtual world. The following questions must therefore be asked: Does the changing concept of value creation make it more difficult to realise sustainability values? What is the alignment of the three economic questions (What, How many, For whom, In what way?) with the ecological, social and environmental pillars of the SDGs? Is reporting based on accountability standards suitable for reconciling civilization with nature?

Keywords: Sustainable Development Goals (SDG), business model, value concept, sustainable value, sustainable business model approach

Izboljšanje poročil o zalogah z optimizacijo podatkovnega modela in izrazov v jeziku DAX

Prispevek obravnava pristop k optimizaciji poročil o zalogah v proizvodnem podjetju. Poudarja vlogo poslovne inteligence v procesu odločanja, kjer pretvorba podatkov v uporabne informacije zmanjšuje omejitve racionalnosti, značilne za kompleksne odločitve. Predstavljene so ključne platforme poslovne inteligence, kjer je poseben poudarek dan vodilni platformi Microsoft Power BI ter njenim osrednjim komponentam, kot so Power BI Desktop, Service, Gateway in Mobile App. Osrednja tema članka je optimizacija analitičnega podatkovnega modela in jezika DAX, pri čemer so obravnavane metode za zmanjšanje velikosti datotek, optimizacijo porabe pomnilnika in pospešitev poizvedb. Implementacija optimizacijskih pristopov, zlasti nadomestitev izračunanih stolpcev z merami, je na primeru poročil podjetja X vodila do občutnih izboljšav. Empirični rezultati kažejo na 22-odstotno zmanjšanje velikosti analitičnega modela in 41-odstotno hitrejšo izvedbo kritičnih poizvedb. Optimizacija ostaja v teku, pri čemer se bodo pri nadaljnjih ukrepih osredotočili zlasti na odstranitev nepotrebnih podatkov.

Ključne besede: poslovna inteligenca, poročilo o zalogah, Power BI, optimizacija izrazov v jeziku DAX, podatkovni model

Improving Stock Reports by Optimising Analytical Data Model and Dax Expressions

The paper discusses an approach to optimizing inventory reporting in a manufacturing company. It highlights the role of business intelligence in the decision-making process, where transforming data into actionable information reduces the rationality constraints associated with complex decisions. The main business intelligence platforms are presented, with a particular focus on the leading platform, Microsoft Power BI, and its core components, such as Power BI Desktop, Service, Gateway, and Mobile App. The article focuses on optimization of the analytical data model and the DAX language, covering methods for reducing file sizes, optimizing memory usage, and accelerating query performance. The implementation of optimization approaches, in particular the replacement of calculated columns with metrics, led to significant improvements in the case of Company X's reports. Empirical results show that the size of the analytical model was reduced by 22% and critical queries were executed 41 faster. Optimization will continue, with future efforts focusing on improving the data model, particularly by eliminating redundant data.

Keywords: business intelligence, stock report, Power BI, optimization of DAX expressions, data model

Regenerativna ekonomija – put ka održivoj globalizaciji

Regenerativna ekonomija počinje da igra ključnu ulogu u promovisanju i postizanju globalne održivosti u savremenim privrednim sistemima, upućujući na potpuno novi koncept razvoja. Ona se fokusira na obnavljanje i unapređenje prirodnih resursa i ekosistema, a ne samo na minimiziranje negativnih uticaja. Koncept "regeneracije" i "regenerativnog rasta" podrazumeva posmatranje privrednog sistema kao živog sistema, koji radi sa istim univerzalnim obrascem samoorganizacije, međuzavisnosti i raznolikosti različitih delova povezanih u celinu. Ovakav globalni regenerativni pogled na svet radikalno menja koncept održivosti. Održivost je dinamičan proces sinhronizovane i kontinuirane saradnje čoveka i prirode u procesu njegovog sveskolikog napretka, od koga zavisi globalna budućnost. U radu će se najpre definisati sam koncept regenerativne ekonomije, a zatim objasniti neki njeni ključni principi. Imajući u vidu da je ovaj koncept čvrsto povezan sa cirkularnom ekonomijom kao njenim važnim elementom (koji se često izjednačava sa regenerativnom ekonomijom), u radu će biti učinjen pokušaj distinkcije ova dva pojma. Na kraju, biće učinjen pokušaj povezivanja novog modela razvoja sa redefinisanjem koncepta globalizacije uz insistiranje za što bržim kreiranjem novog globalnog razvojnog koncepta, koncepta održive globalizacije.

Ključne reči: regenerativna ekonomija, održivost, globalizacija

Regenerative Economy – the Way Towards Sustainable Globalization

The regenerative economy is beginning to play a key role in promoting and realizing global sustainability in modern economies and points to an entirely new concept of development. It focuses on restoring and improving natural resources and ecosystems, not just minimizing negative impacts. The concept of "regeneration" and "regenerative growth" implies viewing the economic system as a living system, working with the same universal pattern of self-organization, interdependence, and diversity of different parts connected to the whole. This global regenerative worldview radically changes the concept of sustainability. Sustainability is a dynamic process of synchronized and continuous cooperation between humans and nature in the process of their comprehensive progress, on which the global future depends. This paper will first define the concept of the regenerative economy, and then explain some of its key principles. Considering that this concept is firmly linked to the circular economy as an important element (which is often equated with the regenerative economy), an attempt will be made to distinguish these two terms. Finally, an attempt is made to link the new development model with the redefinition of the concept of globalization, insisting on the creation of a new global development concept of sustainable globalization, as soon as possible.

Keywords: regenerative economy, sustainability, globalization

Model preventivnih sadržaja temeljen na istraživanju vršnjačkog nasilja

Ne tako davno, vršnjačko nasilje, kod nas bijaše rijetko, pa smo stanje sigurnosti, ocjenjivali dobrim. Posljednjih godina vršnjačkog, i nasilja u školama je sve više, a nažalost i težih posljedica istog. Nedavna Pandemija, dodatno je usložila stanje. S ciljem stjecanja spoznaja o vršnjačkom nasilju i potrebe planiranja preventivnih aktivnosti, u jednoj od osnovnih škola na području Požeško-slavonske županije u RH-*oj*, provedeno je istraživanje, pod nazivom "Vršnjačko nasilje u vrijeme pandemije koronavirusa". Model u znanosti definiramo, kao skup pretpostavki s pomoću kojih se teorijski opisuje neki sustav, a sastoji se od opće teorije i opisa objekta ili sustava na koji se teorija odnosi. Rad donosi prijedlog modela prevencije vršnjačkog nasilja u osnovnim školama, baziran na rezultatima, odnosno iskazanim rizicima dobivenim istraživanjem, a sve s ciljem prevencije vršnjačkog nasilja i stradavanja u istom.

Ključne riječi: Vršnjačko nasilje, elektroničko nasilje, pandemija, prevencija, model, učenici

Model of Preventive Content Based on Peer Violence Research

Not so long ago, violence among peers was rare in this region, and the security situation was generally considered as good. However, in recent years, incidents of peer violence and school violence have increased, with their consequences becoming more severe. The recent pandemic has further exacerbated the situation. A study titled Peer Violence During the Coronavirus Pandemic was conducted in an elementary school in Pozega-Slavonia County, Croatia. The aim of the study was to gain insights into peer violence to support future preventive efforts. One of the authors of the study was also the first author of this paper. In science, a model is defined as a set of assumptions used to theoretically describe a system. It consists of a general theory and a description of the specific object or system to which the theory applies. This paper proposes a model for preventing peer violence in elementary schools. The model is based on the study's findings, particularly the identified risk factors, with the ultimate goal of reducing peer violence through targeted prevention measures.

Keywords: peer violence, electronic violence, pandemic, prevention, model, students

Predviđanje bankrotstva na osnovu Altman-ovog Z-scor modela u periodu nakon pandemije COVID-19 u hotelima u Republici Srbiji

Predviđanje bankrotstva u periodima nakon trajanja pandemije izazvane virusom COVID-19 je od velikog značaja u različitim delatnostima. Postoji veliki broj modela kojima se može predvodati bankrotstvo, ali u slučaju hotela prednost dobija Altman-ov Z-scor model kroz dvoju drugu modifikaciju. Cilj rada je utvrđivanje predviđanja bankrotstva na osnovu Altman-ovog Z-scor modela u periodu nakon pandemije izazvane virusom COVID-19 u hotelima u Republici Srbiji, na uzorku malih preduzeća. Istraživanjem je pokazano da je najveći broj posmatranih hotela tokom sve tri posmatrane godine (2021–2023) bio u “problematičnoj zoni” uz prisutan trend njihovog pada. Isto tako, prosečna vrednost Altman-ovog Z-score modela tokom posmatranog perioda beleži rast.

Ključne reči: bankrotstvo, Altmanov Z-score model, hoteli, Republika Srbija

Predicting Bankruptcy Using the Altman's Z-Score Model after COVID-19 in Serbian Hotels

Predicting bankruptcies in the aftermath of the COVID-19 virus pandemic is of great importance in various industries. Numerous models can be used to predict bankruptcies, but in the case of hotels, Altman's Z-score model, especially its second modification, is preferred. The aim of this paper is to determine the bankruptcy prediction based on the Altman Z-score model in the post-pandemic period in hotels in the Republic of Serbia, focusing on a sample of small businesses. The research has shown that the majority of the observed hotels were in the “Distress Zone” in all three observed years (2021–2023), with a clear decreasing trend. However, the average value of Altman's Z-score model showed an increase during the observed period.

Keywords: bankruptcy, Altman's Z-score model, hotels, Republic of Serbia

Proti antibiotikom odporne bakterije – izziv sodobne družbe

Mikrobi, ki so del ekosistemov, igrajo ključno vlogo v ekoloških procesih. Spremljanje proti antibiotikom odpornih bakterij (ARB) je pomembno za trajnostni razvoj, saj ima neposreden vpliv na zdravje ekosistemov ter nudi podporo trajnostnim politikam in regulacijam. Kopičenje antibiotikov v okolju povečuje konkurenčnost ARB, kar lahko ogrozi ravnotežje v ekosistemu. Odpadne vode pogosto vsebujejo antibiotike in ARB, ki jih vnašajo v naravne ekosisteme. V naši raziskavi smo vzorčili v sistemu za čiščenje izcednih vod odlagališča komunalnih odpadkov, saj smo želeli ugotoviti, ali so v sistemu prisotne tudi proti antibiotikom večkratno odporne bakterije (MRO), ki so hkrati odporne proti različnim skupinam antibiotikov. Odvzete vzorce smo prenesli na bakterijska gojišča z dodanimi antibiotiki in po dveh dneh preverili rast bakterij MRO. Rezultati so pokazali prisotnost različnih MRO. Z metodo MALDI-TOF smo identificirali 10 fenotipsko najbolj zanimivih MRO. Karakterizacija izoliranih bakterij še poteka. Z raziskovanjem tega področja lahko odkrivamo vire odpornih bakterij, z nadzorom uporabe antibiotikov pa prispevamo k zmanjševanju tveganja za javno zdravje in k ohranjanju naravnih ekosistemov.

Ključne besede: antibiotiki, antibiotične rezistence, večkratno odporne bakterije, odpadki, ekosistem

Antibiotic Resistant Bacteria – The Challenge of Modern Society

Microbes in ecosystems play a key role in ecological processes. Monitoring antibiotic-resistant bacteria (ARB) is important for sustainable development as it has a direct impact on ecosystem health and supports sustainable policy and regulation. The accumulation of antibiotics in the environment increases competition for ARB, which can disrupt the balance of the ecosystem. Wastewater often contains antibiotics and ARBs and introduces them into natural ecosystems. In our study, we took samples from a wastewater treatment plant that treats leachate from a municipal landfill to determine whether multi-resistant bacteria (MRO) – i.e. bacteria that are simultaneously resistant to different groups of antibiotics - are also present in the system. The biomass was transferred to a bacterial medium with added antibiotics and after two days the medium was checked for the growth of MRO. The results showed that a large number of MROs were present in the samples. The 10 most phenotypically interesting bacterial colonies were identified by MALDI-TOF. The characterization of the isolated bacteria is still ongoing. By exploring this area, we can uncover the sources of resistant bacteria and help reduce the risk to public health and the conservation of natural ecosystems by controlling antibiotic use.

Keywords: antibiotics, antibiotic resistance, multidrug-resistant bacteria, waste, ecosystem

Celovit pristop k upravljanju kakovosti v šolstvu: konceptualni okvir in digitalne rešitve

Učinkovito upravljanje kakovosti v izobraževanju zahteva strukturiran in sistemski pristop, ki vključuje jasne standarde, kazalnike ter povratne informacije deležnikov. Prispevek obravnava konceptualni okvir upravljanja kakovosti v šolstvu in izpostavlja pomen digitalizacije v teh procesih. Predstavljen je razvoj spletne aplikacije, ki omogoča šolam sistematično spremljanje kakovosti, zbiranje in analizo podatkov ter spodbujanje participacije deležnikov. Aplikacija vključuje modulami sistem standardov kakovosti, prilagodljive vprašalnike in avtomatizirane kampanje za zbiranje povratnih informacij. S tem prispeva k večji transparentnosti in podatkovno podprtim izboljšavam izobraževalnega procesa. Prispevek ponuja vpogled v možnosti uporabe digitalnih orodij pri optimizaciji procesov vrednotenja in odločanja v šolstvu ter odpira razpravo o njihovem vplivu na kakovost izobraževalnega sistema.

Ključne besede: upravljanje kakovosti, digitalizacija, povratne informacije, šolstvo, spletna aplikacija

A Comprehensive Approach to Quality Management in Education: Conceptual Framework and Digital Solutions

Effective quality management in education requires a structured and systemic approach that incorporates clear standards, indicators and feedback from stakeholders. This paper examines the conceptual framework of quality management in schools and highlights the role of digitalization in these processes. It presents the development of a web-based application designed to facilitate systematic quality monitoring, data collection, and stakeholder engagement. The application includes a modular system for quality standards, customizable surveys and automated feedback campaigns that contribute to more transparency and data-driven improvements in the educational process. The paper provides insights into the potential of digital tools to optimize evaluation and decision-making processes in education while stimulating discussion about their impact on educational quality.

Keywords: quality management, digitalization, feedback, education, web application

Menedžment tendinopatije ahilove tetive – pregled literature

Tendinopatija ahilove tetive je preobremenitveno stanje ahilove tetive, ki se kaže z bolečino, zmanjšano funkcijo in oteklino. Literatura navaja konzervativno zdravljenje kot prvo izbiro zdravljenja tendinopatije ahilove tetive, ki vključuje terapevtske vadbе. Tetivo obremenjujemo z več tipi mišične kontrakcije, literatura priporoča ekscentrični tip obremenjevanja. Namen raziskave je predstaviti vpliv obremenjevanja ahilove tetive na potek tendinopatije, pregledati literaturo o konzervativnem zdravljenju ahilove tendinopatije ter predstaviti učinke različnih tipov obremenjevanja ahilove tetive na prezentacijo tendinopatije ahilove tetive. Iskanje literature je potekalo v podatkovnih zbirkah PubMed, Science Direct, Google Scholar in PEDro s ključnimi besedami v angleškem jeziku: (Achilles tendinopathy) AND (treatment) OR (management) AND (exercise) AND (tendon strain) AND (tendon loading) AND (tendinopathy) AND (rehabilitation). Ugotovili smo, da obremenjevanje tetive zmanjšuje bolečino, izboljša obseg gibljivosti, moč in funkcionalnost. Ni pomemben tip kontrakcije, ključna je intenzivnost obremenitve in natega ahilove tetive s ciljem spodbuditi adaptacijo tkiva.

Ključne besede: ahilova tendinopatija, obravnava, obremenitev tetive, rehabilitacija

Management of Achilles Tendinopathy – Literature Review

Achilles tendinopathy is an overuse disorder of the Achilles tendon that manifests itself as pain, functional limitations and swelling. Conservative treatment is recommended in the literature as the first choice for the treatment of Achilles tendinopathy, including therapeutic exercises. The tendon is loaded by different types of muscle contraction, with the eccentric type of loading recommended in the literature. The aim of the study is to present the effects of Achilles tendon loading on the progression of Achilles tendinopathy, to review the literature on the conservative treatment of Achilles tendinopathy and to discuss the effects of different types of loading of the Achilles tendon on the appearance of Achilles tendinopathy. A literature search was conducted in PubMed, Science Direct, Google Scholar and PEDro databases using the English keywords (Achilles tendinopathy) AND (treatment) OR (management) AND (exercise) AND (tendon strain) AND (tendon loading) AND (tendinopathy) AND (rehabilitation). We found that loading the tendon reduced pain, improved range of motion, strength and functionality. It is not the type of contraction that is important, but the intensity of the loading and the stress placed on the Achilles tendon, with the aim of promoting tissue adaptation.

Keywords: Achilles tendinopathy, management, tendon loading, rehabilitation

Incidenca malignih obolenj v Sloveniji

Rakave bolezni so pomemben javnozdravstveni problem v svetovnem in tudi slovenskem merilu. Za večino ljudi ima že sama beseda rak zastrašujoč pomen. Prav tako je pri večini še globoko zakoreninjena predstava o raku kot neozdravljivi bolezni z nepredvidljivim potekom in neizogibnim usodnim izidom, skoraj mistična bolezen, katere vzrokov ne poznamo. Pogosto je mnenje, da napredno zdravljenje le izjemoma prinaša tudi ozdravitev bolezni in da so pri njej gotovi le trpljenje, bolečine in smrt. Rakave bolezni vplivajo na številne spremembe v duševnosti, s katerimi se že ob sumu na maligno obolenje odziva tako bolnik kakor tudi njegovi svojci. Za vsakogar je soočenje z boleznijo, kot je rak, življenjska preizkušnja. Je preizkušnja, ki s sabo prinese mnogo stresa, bolečin, duševnih vzponov in padcev. Bolniki se morajo soočiti tako s strahovi pred prezgodnjo smrtjo kot s spremembami telesne podobe, samozavesti, lastnih vlog v vsakdanjem življenju in življenjskega sloga. Namen raziskave je bil preučiti vlogo in kakovost dela diplomirane medicinske sestre v ambulanti družinske medicine z vidika sodelovanja pri izvajanju preventivnih programov za preprečevanje rakavih obolenj. Z raziskavo smo želeli ugotoviti značilnosti življenjskega sloga pacientov in njihove potrebe po dodatnem izobraževanju s področja preprečevanja rakavih obolenj.

Ključne besede: rak, incidenca, rakava obolenja v Sloveniji

Incidence of Malignant Diseases in Slovenia

Cancer is a major public health problem not only in Slovenia, but worldwide. For most people, the word "cancer" alone has a frightening connotation. Equally ingrained in many is the belief that cancer is an incurable disease with an unpredictable course and an inevitable fatal outcome, an almost mystical illness whose causes are unknown and whose advanced treatment rarely leads to a cure, so that only suffering, pain and death are certain. Cancer brings with it numerous mental health changes to which both the patient and their loved ones react as soon as cancer is suspected. For anyone, facing an illness such as cancer is a life challenge. It is a process that involves a lot of stress, pain, psychological highs and lows. Patients have to deal with the fear of premature death, but also with changes in body image, self-esteem, personal role in daily life and lifestyle. The aim of the study was to examine the role and quality of work of a registered nurse in a family medicine clinic from the perspective of collaboration in the implementation of cancer prevention programs. The study aimed to determine the lifestyle characteristics and needs of patients in the family medicine clinic for additional education in the field of cancer prevention.

Keywords: cancer, incidence, cancer cases in Slovenia

Cirkularna ekonomija u upravljanju otpadom: primjeri i prakse u Srbiji, Hrvatskoj i Bosni i Hercegovini

U sadašnjoj postavci linearne globalne ekonomije teži da se proizvodi jeftino stvaraju i prodaju, intenzivno eksploatišu i što brže odbacuju. Kao alternativa linearnom modelu ekonomije nastao je cirkularni model ekonomije. Osnovni koncept cirkularne ekonomije je razdvajanje privrednog rasta od eksploatacije prirodnih resursa, a što se može postići tako da se nastanak otpada i zagađenje životne sredine eliminišu već u fazi osmišljavanja odnosno dizajniranja proizvoda i materijala, težnji da se ti proizvodi što duže zadrže u upotrebi, odnosno što dužem izbjegavanju nastanka otpada, što omogućava obnovu odnosno regeneraciju prirode odnosno prirodnih resursa. Upravljanje otpadom je izazov za sve zemlje u kontekstu održivog razvoja i prelaska na cirkularnu ekonomiju, iz razloga povećanja broja stanovnika i industrijskih aktivnosti koje generišu velike količine otpada. Cilj ovog rada je da se na primjeru upravljanja otpadom u Hrvatskoj, Srbiji i Bosni i Hercegovini sagledaju prednosti i nedostaci trenutnog sistema upravljanja otpadom te mogućnosti unapređenja sa ciljem prelaska na kružnu ekonomiju.

Ključne riječi: cirkularna ekonomija, otpad, upravljanje otpadom, zagađenje životne sredine

Circular Economy in Waste Management: Examples and Practices in Serbia, Croatia and Bosnia and Herzegovina

In the current system of the linear global economy, products tend to be produced and sold cheaply, exploited intensively and disposed of as quickly as possible. The circular economy model was developed as an alternative to the linear economic model. The basic idea of the circular economy is to separate economic growth from the exploitation of natural resources, which can be achieved by avoiding the generation of waste and pollution at the design stage of products and materials and by striving to use these products for as long as possible, i.e. avoiding the generation of waste for as long as possible, which enables the restoration or regeneration of nature and natural resources. Waste management is a challenge for all countries in the context of sustainable development and the transition to a circular economy, as the population and industrial activities that generate large quantities of waste increase. The aim of this paper is to examine the advantages and disadvantages of the current waste management system and the possibilities for improvement with regard to the transition to a circular economy using the example of waste management in Croatia, Serbia and Bosnia and Herzegovina.

Keywords: circular economy, waste, waste management, environmental pollution

Metoda RAG za semantično iskanje z metapodatki v sodni praksi RS

V prispevku predstavljamo pristop za iskanje podobnih sodnih odločb z uporabo generativne umetne inteligence in vektorskih predstavitev. Iz javno dostopnega portala sodnapraks.si smo zbrali sodne odločbe Vrhovnega sodišča RS ter iz vsake odločbe izločili del Obrazložitev, ki predstavlja glavni vsebinski sklop. Ta del smo vektorizirali z embedding modelom podjetja OpenAI text-embedding-ada-002 in shranili v vektorsko bazo. Preostale informacije (npr. oddelek, področje, institut, zveza) smo obravnavali kot metapodatke. V raziskavi predstavimo osnovno metodo RAG za iskanje podobnih odločb iz vektorske baze. Evalvacijo izvedemo na 25.905 odločbah, od tega 80 % (21.588) za vnos v bazo in 20 % (4.317) za testiranje. Pri tem analiziramo, ali model pravilno predlaga »zveze« na podlagi semantične podobnosti. Ugotovitve kažejo, da ta pristop odpira možnosti za avtomatizirano povezovanje sodne prakse z omejeno mero natančnosti.

Ključne besede: RAG; semantično luščenje metapodatkov; embedding model; sodna praksa

RAG Method for Semantic Search with Metadata in Slovenian Case Law

This paper presents a method for finding similar court decisions using generative artificial intelligence and vector-based representations. We collected publicly available decisions from the online portal of the Slovenian Supreme Court and extracted from each decision the section with the reasoning that we treated as the most important semantic content. This section was vectorized using text-embedding-ada-002, an embedding model from OpenAI, and stored in a vector database. Other attributes – such as department, legal field, legal institution and “linked decisions” (Zveza) – were stored as metadata. We introduce a basic Retrieval-Augmented Generation (RAG) method for retrieving similar decisions from the vector database. The evaluation was conducted on a dataset of 25,905 court decisions, with 80% (21,588) used for populating the database and 20% (4,317) used for testing. We evaluate whether the system can correctly predict the “linked decisions” by comparing the retrieved results based on cosine similarity.

Keywords: RAG; semantic metadata extraction; embedding model; case law

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Instrumenti globalne spoljne kulturne politike na male zajednice i ekonomski efekti

Dvadeseti vijek je prepoznat po ekspanziji globalističkih težnji velikih zapadnih sila, prije svega SAD i Velike Britanije koje su nastojale da na planeti izvrše najveći mogući uticaj vlastitih političkih oligarhija, a tamo gdje je to bilo baš prepoznatljivo radili su to preko kulturnih politika uz angažovanje tzv. navladinog sektora. To je vijek kada su nevladine organizacije procvjetale na svim meridijanima, trudeći se manifestno na naprave što veći otklon od svojih sponzora, a u stvarnosti su sprovodili njihove državne ekspanzionističke i globalističko-porobljivačke ideje i težnje. Kultura na međunarodnom planu sada postaje ozbiljno nametnuta na svaki način ozakonjena i ozvaničena javna politika koja dalje krči put nadolazećim ešalonima privrede, bankarsko-finnjskog i trgovačkog sektora globalista koji za cilj imaju samo profit i zaradu. Glavna karakteristika ovih zahvata je da se svaki mehanizam, proces, instrument, što brže i sveobuhvatnije naslanja na onaj koji dolazi, jer tada su rezultati "globalističke čarolije" najefikasniji. Pojam negativne globalizacije se prije svega veže za ekspanzionističke politike SAD koje nemaju milosti prema malim i nezaštićenim društvima, zajednicama i državama, sa ciljem ekonomskog porobljavanja koje počinje kulturom i medijskim mrakom.

Ključne riječi: globalizacija, kultura, profit, medijski mrak, nacionalne posebnosti, dominacija

Instruments of Global Foreign Cultural Policy on Small Communities and Economic Effects

The 20th century was known for the expansion of the globalist aspirations of the great Western powers, especially the USA and Great Britain, which strove to exert the greatest possible influence on the planet through their own political oligarchies, and where this was very recognizable, they worked on cross-cultural policies with the involvement of the so-called state sector. This is the age when non-governmental organizations flourished on all meridians, obviously trying to create as much deviation as possible from their sponsors, while in reality their state expansionist and globalist-enslavement ideas and aspirations were being implemented. The culture at the international level is now seriously becoming a legalized and officialized public policy in every sense, further paving the way for the emerging strata of the economy, the globalists' banking-financial and commercial sector, whose goal is only profit and gain. The main feature of these interventions is that every mechanism, every process, every instrument, is brought to bear as quickly and comprehensively as possible, because then the results of the "globalist magic" are most effective. The concept of negative globalization is primarily linked to the expansionist policy of the USA, which knows no mercy towards small and unprotected societies, communities and states, with the aim of economic enslavement, which begins with cultural and media obscuration.

Keywords: globalization, culture, profit, media blackout, national characteristics, dominance

Paradoks zavajajočega zelenega oglaševanja: kako zmeda pri potrošnikih vpliva na zelene nakupne namere

Vse več okoljsko ozaveščenih potrošnikov danes spodbuja podjetja k sprejemanju bolj trajnostnih strategij, da bi si zagotovila dolgoročno dobičkonosnost. Vendar so se nekatera podjetja zaradi visokih stroškov, povezanih s trajnostnimi praksami, zatekla k taktiki zavajajočega zelenega oglaševanja, da bi zavedla potrošnike, namesto da bi sprejela prave zelene tržne ukrepe. Študija preučuje povezavo med zaznavanjem zavajajočega zelenega oglaševanja, učinkovitostjo, ki jo zaznavajo potrošniki, zmedenostjo glede zelene potrošnje in namero zelenega nakupa. Na podlagi vzorca 220 udeležencev preučuje, kako zmedenost potrošnikov glede zelene potrošnje vpliva na zavajajoče zeleno oglaševanje in na nakupno namero potrošnikov za zelene izdelke. Rezultati kažejo, da zavajajoče zeleno oglaševanje vpliva na zmedo o zeleni potrošnji in namero o zelenem nakupu. Nepričakovano pa je, da ima zmeda o zeleni potrošnji pozitiven učinek na zeleno nakupno namero. Rezultati tudi kažejo, da učinkovitost potrošnika pozitivno vpliva na namero zelenega nakupa. Študija zagotavlja dragocene ugotovitve za tržnike in oblikovalce politik za razvoj učinkovitih strategij trajnostnega komuniciranja.

Ključne besede: zavajajoče zeleno oglaševanje (greenwashing), zmedenost zelenega potrošnika, namera zelenega nakupa, skepticizem potrošnika

The Greenwashing Paradox: How Consumer Confusion Influences Green Purchase Intentions

Today, the growing number of environmentally conscious consumers have prompted companies to adopt more sustainable strategies to ensure their long-term profitability. However, due to the high costs associated with sustainable practices, some companies have resorted to greenwashing tactics to mislead consumers instead of adopting true green marketing measures. This study examines the relationship between perceptions of greenwashing, consumer perceived effectiveness, confusion about green consumption and green purchase intention. Based on a sample of 220 participants, it examines how consumer confusion about green consumption influences the impact of greenwashing on consumer purchase intention toward green packaged products. The results suggest that the perception of greenwashing has a positive influence on green consumption confusion and green purchase intention. Unexpectedly, however, confusion about green consumption has a positive effect on green purchase intention. The results also suggest that consumer perceived efficacy positively influences green purchase intention. The study provides valuable insights for marketers and policy makers to develop effective sustainability communication strategies.

Keywords: greenwashing, green consumer confusion, green purchase intention, consumer skepticism

Upotreba podataka pametnog održavanja

S obzirom na izrazito povećanje složenosti industrijskih (i ostalih) procesa, potrebno je edukacije iz ovog područja prilagoditi novonastaloj situaciji. Potreba za održavanjem javlja se u svim područjima ljudskog djelovanja i života: održavanje uvjeta za život (voda i zrak), održavanje hotela, bolnica, šuma, mora, rijeka, jezera, zdravlja svakog čovjeka itd. Pojam održavanje odnosi se na mnogobrojne i raznovrsne tehničke, biološke i druge sustave. Njegova osnovna zadaća je podržavanje radne sposobnosti tih "sustava" kako bi isti obavljali svoju osnovnu funkciju. U ovom radu govori se isključivo o održavanju industrijskih postrojenja (tehničkih sustava). Naime, radi se o najsloženijoj djelatnosti, koja je, kad se radi o opremi u industriji, svakako jedna od najznačajnijih funkcija uspješne proizvodnje. Osim toga, oprema za održavanje postaje sve složenija (visoka automatizacija, robotika, senzorika, složenije mehatroničke komponente itd.) te zahtijeva specijalizirana znanja održavatelja.

Ključne riječi: pametno održavanje, Industrija 4.0, kibernetско-fizički sustav

Using Smart Maintenance Data

In view of the considerable increase in the complexity of industrial (and other) processes, it is necessary to adapt education in this area to the new situation. The need for maintenance arises in all areas of human activity and life: maintenance of living conditions (water and air), maintenance of hotels, hospitals, forests, seas, rivers, lakes, the health of every person, etc. The term maintenance refers to numerous and varied technical, biological and other systems. Its main task is to support the working capacity of these "systems" so that they can fulfill their basic function. This paper deals exclusively with the maintenance of industrial plants (technical systems). This is because it is the most complex activity and certainly one of the most important functions for successful production in industrial plants. In addition, maintenance equipment is becoming increasingly complex (high automation, robotics, sensors, more complex mechatronic components, etc.) and requires specialized knowledge on the part of the maintenance technician.

Keywords: intelligent maintenance, Industry 4.0, cybernetic-physical system

Računovodsko vrednotenje odločanja o podjetjih, ki kotirajo na Balkanu

Globalizacija za upravljanje podjetij pomeni prilagajanje zunanji kulturi, v kateri so se podjetja znašla. Ta izziv zahteva sprejemanje odločitev, ki vključujejo tako zunanjo kot lokalno družbeno ekonomijo, združevanje obeh kultur v enotno strategijo pa pomeni priznavanje omejitev in priložnosti. V tem prispevku je predstavljena metoda polamega radarskega diagrama za vizualni prikaz vpliva kratkoročnih odločitev. Dinamična dejavnost podjetij, merjena v povprečnih časovnih obdobjih, nam omogoča razumevanje tenzij pri preoblikovanju gospodarskih, finančnih in denarnih sredstev v upravljanju. Povprečna obdobja zapadlosti so osi polarnih radialnih diagramov, prav tako kot sorazmerna porazdelitev vpliva odločitev na računovodske izkaze. Kontrast med sorazmerno zastopanostjo in enakomerno zastopanostjo je merilo razpršenosti, ki je pomembno za ugotavljanje, v kolikšni meri kratkoročno sprejete odločitve omogočajo neprekinjeno poslovanje. Zunanje spremenljivke se primerjajo s kazalniki uporabljene računovodske metodologije z namenom, da bi jih ovrgli ali omogočili spremljanje sprejemanja odločitev. Vzorec je sestavljen iz balkanskih podjetij, ki kotirajo na borzi.

Ključne besede: računovodska metodologija, dinamična dejavnost, lastniški portfelj

Accounting Evaluation of Making Decisions on Balkan Listed Entities

For corporate management, globalization means adapting to the external culture in which companies find themselves. This challenge requires making decisions that incorporate both the external and the local social economy, and uniting both cultures in a single strategy means admitting limits and opportunities. This paper introduces the polar radar chart method to visually represent the impact of short-term decisions. The dynamic activity of companies, measured over average time periods, allows us to understand the tensions in the transformation of economic, financial and monetary assets under management. The average maturity periods are the axes of the polar radial diagrams, as is a proportional distribution of the impact of decisions on the financial statements. The contrast between this proportional representation and a uniform representation is a measure of dispersion, which is important for determining the extent to which decisions made in the short term enable business continuity. The external variables are compared with the indicators of the accounting methodology applied in order to refute or allow them in the monitoring of decision-making. The sample is composed of listed companies from the Balkan countries.

Keywords: accounting methodology, dynamic activity, equity portfolio

Naložbene strategije nekaterih najuspešnejših vlagateljev svetovnih borz in primerjava njihove donosnosti s slovenskimi skladi

V prispevku so predstavljene naložbene filozofije in strategije treh globalno priznanih vlagateljev – Warrena Buffetta, Billa Ackmana in Chamatha Palihapitiya – ter analiza njihove uspešnost v primerjavi s slovenskimi vzajemnimi skladi in kapitalskim trgom. Postavljenih je več raziskovalnih hipotez (4), ki so preverjene s tremi študijami primerov z uporabo statističnih metod, Sharpeovega modela, Monte Carlo simulacije ter CAPM modela. Analiza naložbenih primerov potrjuje, da globoko razumevanje in pravilno ocenjevanje notranje vrednosti podjetja pripeljeta do nadpovprečnih donosov. Donosnost in tveganje sklada sta povezana z njegovo izbrano strategijo, pri čemer skladi, pri katerih je tveganje večje, dosegajo višje donose. V prispevku je poudarjena pomembnost časa in potrpljenja pri investiranju. Ugotovimo lahko, da borzni trg ne odraža vedno realne vrednosti posameznega podjetja, kar pomeni, da se vlagatelji ne morejo vedno zanašati samo na tržne signale.

Ključne besede: vlagatelji, naložbene strategije, borzni trg, notranja vrednost, naložbeni skladi, vrednotenje podjetij

Investment Strategies of Some of the Most Successful Investors in the World's Stock Markets and a Comparison of their Profitability with Slovenian Funds

The aim of this thesis is to investigate the investment philosophies and strategies of three world-renowned investors - Warren Buffett, Bill Ackman and Chamath Palihapitiya - and analyze their performance relative in to Slovenian mutual funds and the broader stock market. The authors focus on four key hypotheses. Their investment case analyses show that a deep understanding and accurate assessment of a company's intrinsic value leads to above-average returns. A fund's risk and return are tied to the strategy it chooses, with those willing to take higher risk often achieving higher returns. They emphasize the importance of time and patience in investing and observe that the stock market does not always reflect the exact value of an individual company accurately. The authors begin with a brief overview of the investment strategies of Buffett, Ackman, and Palihapitiya. In the second half of the paper, they perform some financial calculations - annual return, average annual return, annual standard deviation, Sharpe ratio, and they then proceed with a Monte Carlo simulation and a CAPM model.

Keywords: influential investors, investment strategies, stock market, intrinsic value, investment funds, company valuation

Vaje na temo družbenih inovacij med študenti managementa: analiza primera

V prispevku predstavljamo analizo primera vaj na temo družbenih inovacij pri predmetu Management na Ekonomski fakulteti Univerze v Ljubljani z namenom praktične podpore pri doseganju ciljev trajnostnega razvoja (SDG). Ena od vaj je bila Kolo navdiha, kjer so študentje lahko izbrali eno od dejavnosti, ki so jo izvajali med božičnimi prazniki, namenjena pa je bila spodbujanju prijaznosti, solidarnosti, odgovornosti in trajnosti v njihovi lokalni skupnosti. Druga dejavnost je naloga, kjer študentje razmišljajo o tem, kako so pravljice, ki so jih brali s starši, oblikovale njihov pogled na svet, junake, ki jih občudujejo, in njihov odnos do starejših. Pri predmetu Management za mednarodne študente smo gostili tudi predsednika Društva Sobivanje, ki spodbuja trajnostno razmišljanje in udeležbo mladih v projektih. Priporočila za sodelavce, ki želijo izvajati podobne aktivnosti, so navedena na koncu prispevka.

Ključne besede: družbena inovacija, didaktika, management

Social Innovation Exercises among Management Students: Case Analysis

In this paper, I present a case analysis of social innovation exercises in the management course at the School of Economics and Business at the University of Ljubljana to practically support the achievement of the Sustainable Development Goals (SDGs). One exercise was the "Wheel of Inspiration", where students could choose one of the activities to carry out during the Christmas vacations, designed to promote kindness, solidarity, responsibility and sustainability in their local community. The other activity is the assignment where students reflect on how fairy tales they read with their parents shaped their view of the world, the heroes they admire, and their attitude toward the elderly. As part of the "Management for International Students" course, we also hosted the chairman of the Sobivanje Society, which promotes sustainable thinking and projects among young people. Recommendations for colleagues who would like to implement similar activities can be found at the end of the paper.

Keywords: social innovation, didactics, management

Povreda prava na informisanje u eri globalnih promena na primeru medija u Republici Srbiji

Globalizacija kao ideologija doživljava nezaustavan krah, rekli bi desničari. Međutim, krah svakog društva počinje tamo gde zloupotreba postane legitimna, a upotreba prava ograničena. U eri globalnih promena, mediji predstavljaju jedno od najsnažnijih oružja, ali istovremeno i oruđa za manipulaciju širokim narodnim masama. Da bi prosečno obrazovan pojedinac mogao da razume u kojoj meri i na koji način je medijsko izveštavanje objektivno u odnosu na realne okolnosti na terenu, on mora biti istovremeno sposoban da komparira medijske izveštaje krajnje nepristrasno i da na osnovu takve komparacije donese individualni zaključak, a to je gotovo nemoguća misija. Političari svesni takvih okolnosti tendenciozno zloupotrebljavaju vlast koja im je na izborima demokratskim putem poverena i time na vrlo latentan način manipulišu glasačkim telom. Republika Srbija kao pravna država, ustrojena na temeljima jednakosti, pravde i istine nije ono što su predstavnici njenih političkih elita, s tim u vezi u ovom radu bavićemo se distinkcijom teorije o medijima od medijske prakse, a sve to kroz prizmu Ustava i pozitivne legislative.

Ključne reči: mediji, povreda, globalizacija, politika, legislativa

Violation of the Right to Information in the Era of Global Changes on the Example of the Media in the Republic of Serbia

Globalization as an ideology is in an unstoppable decline, the right would say. However, the collapse of a society begins where abuse becomes legitimate and the use of rights is restricted. In the age of global change, the media is one of the most powerful weapons, but at the same time also an instrument for manipulating the masses. For an average educated person to understand to what extent and in what way the media coverage is objective to the real conditions on the ground, he must at the same time be able to compare media reports with utmost impartiality and draw an individual conclusion from such a comparison, which is an almost impossible task. Politicians who are aware of such circumstances tend to abuse the power entrusted to them in democratic elections and thus manipulate the electorate in a very latent way. The Republic of Serbia as a constitutional state organized on the foundations of equality, justice and truth is not what the representatives of its political elites are. In this context, in this paper we will address the distinction between media theory and media practice, and all this through the prism of the Constitution and positive legislation.

Keywords: media, violation, globalization, politics, legislation

SCOR model, instrument kontrolinga u optimizaciji lanca opskrbe

Ovaj rad predstavlja pristup kontrolingu i optimizaciji lanca opskrbe u odnosu na sve uzvodne i nizvodne aktivnosti, od nabave sirovina i materijala, kroz proizvodnju i interne procese sve do isporuke proizvoda krajnjim kupcima. Tradicionalni pristup kontrolingu koji podrazumijeva analizu financijskih izvješća ne pruža dovoljno informacija o učinkovitosti specifičnih područja poslovnih aktivnosti. Stoga je potrebno primijeniti sveobuhvatan pristup mjerenju i kontroli performansi u opskrbnom lancu s ciljem optimizacije. Ovaj rad istražuje kako SCOR model može podržati procjenu učinkovitosti opskrbnog lanca kroz šest ključnih procesa i aktivnosti: planiranje, nabava, proizvodnja, isporuka, povrati i infrastruktura. SCOR model predstavlja više od 250 metrika koje promatraju agilnost, pouzdanost i brzinu odgovora opskrbnog lanca, troškovnu učinkovitost i učinkovitost angažiranih sredstava. U radu se ispituju ključni izazovi implementacije SCOR modela koji uključuju uspostavu informacijske infrastrukture i potrebu za specifičnim kompetencijama.

Ključne riječi: SCOR model, optimizaciji lanca opskrbe, kontroling

SCOR Model, a Controlling Instrument in Supply Chain Optimisation

This article presents an approach to controlling and optimising the supply chain that considers the upstream and downstream activities from the procurement of raw materials and components through production and internal processes to delivery to the end customer. The traditional controlling approach, which involves analysing financial statements, does not provide sufficient information on the effectiveness of specific areas of business activities. Therefore, it is necessary to apply a comprehensive approach to measure and control performance in the supply chain with the aim of optimization. This paper examines how the SCOR model can support the evaluation of supply chain efficiency through six key processes and activities: Planning, Procurement, Production, Delivery, Returns and Infrastructure. The SCOR model contains over 250 metrics that monitor supply chain agility, reliability and responsiveness, cost efficiency and the effectiveness of resources deployed. The paper examines the key challenges in implementing the SCOR model, which include the establishment of an information infrastructure and the need for specific expertise.

Keywords: SCOR model, supply chain optimization, controlling

Stroški prehrane v zdravstveni ustanovi

Stroški prehrane v zdravstveni ustanovi predstavljajo pomemben izziv pri zagotavljanju kakovostne in prilagojene prehrane pacientom. Prehrana ima namreč ključno vlogo pri okrevanju pacientov, zato je nujno zagotoviti optimalno ravnoesje med kakovostjo in stroškovno učinkovitostjo. S tem namenom je treba analizirati ključne dejavnike, kot so nabava živil, priprava obrokov, prilagojene diete in odpadna hrana, ki pomembno vplivajo na skupne stroške. Digitalizacija procesov, kot so načrtovanje obrokov, spremljanje zalog in upravljanje naročil, prispeva k učinkovitejši organizaciji dela ter zmanjšanju količine zavrženih živil. Slednje je mogoče s pravilnim načrtovanjem in uporabo sodobnih tehnologij preoblikovati v koristne vire, kot sta kompost in energija iz bioplina. Usposabljanje kuhinjskega osebja na področju optimalne priprave obrokov in upravljanja zalog omogoča dodatne prihranke, ne da bi pri tem ogrozili kakovost prehrane. Namen prispevka je analizirati podatke o stroških prehrane in prikazati dobre prakse, ki ponujajo rešitve za trajnostno upravljanje teh stroškov ob upoštevanju prednostne naloge, ki je zagotavljanje kakovostne prehrane, saj ima ta neposreden vpliv na okrevanje pacientov in njihovo splošno zadovoljstvo z zdravstveno oskrbo.

Ključne besede: stroški prehrane, zdravstvene ustanove, kakovost prehrane, trajnostno upravljanje, zmanjšanje odpadne hrane

Food Costs in a Healthcare Institution

Food costs in healthcare facilities pose a major challenge when it comes to ensuring high-quality, customized nutrition for patients. Nutrition plays a crucial role in patient recovery, which is why an optimal balance between quality and cost-effectiveness must be achieved. To this end, key factors such as food procurement, meal preparation, special diets and food waste need to be analyzed as they have a significant impact on overall costs. Digitizing processes - such as meal planning, inventory tracking and order management - increases work efficiency and minimizes food waste. Through proper planning and the use of modern technologies, food waste can be converted into valuable resources such as compost or biogas energy. Training kitchen staff in optimal meal preparation and inventory management allows for additional cost savings without compromising food quality. The aim of this article is to analyze food cost data and highlight best practices that provide solutions for sustainable cost management while ensuring quality nutrition. As proper nutrition has a direct impact on patient recovery and overall satisfaction with healthcare services, it must remain a top priority.

Keywords: food costs, healthcare facilities, food quality, sustainable management, food waste reduction

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Evaluacija finansijskih performansi osiguravajućih društava: Izazovi i mogućnosti u savremenom poslovnom okruženju

Industrija osiguranja je odigrala ključnu ulogu u oblikovanju zajednica i pokretanju rasta različitih privrednih sektora. Učinak osiguravajućih kompanija utiče na tržišnu vrednost pojedinačnih firmi, pokreće industrijski rast i doprinosi ukupnom makroekonomskom razvoju zemlje. Osiguravajuća društva su ključna za stabilnost finansijskog sektora i zaštitu interesa osiguranika. Ova analiza ispituje ključne pokazatelje profitabilnosti, solventnosti i efikasnosti za četiri kompanije u sektoru osiguranja u Srbiji. Rezultati istraživanja mogu poslužiti kao osnova za donošenje odluka u menadžmentu osiguravajućih društava.

Ključne reči: osiguravajuća društva, finansijski rezultati, finansijska evaluacija, finansijsko odlučivanje

Evaluating Financial Performances of Insurance Companies: Challenges and Opportunities in the Modern Business eEnvironment

The insurance industry has played a crucial role in shaping communities and fostering the growth of various economic sectors. The performance of insurance companies influences the market value of individual firms, drives industrial growth, and contributes to the overall macroeconomic development of a country. Insurance companies are crucial for the stability of the financial sector and the protection of policyholders' interests. This analysis examines the key indicators of profitability, solvency and efficiency of four companies in the Serbian insurance sector. The research results can serve as a basis for decision-making in the management of insurance companies.

Keywords: insurance companies, financial performance, financial evaluation, financial decision

Učne navade novovpisanih študentov

Učne navade so ključnega pomena za uspeh študentov pri študiju. Pogosto pristopajo k učenju na različne načine, pri čemer mnogi odlašajo z učenjem do zadnjega trenutka, kar vodi do površnega razumevanja snovi in slabše uspešnosti na izpitih. Na uspeh študentov pri opravljanju študijskih obveznosti in njihove učne navade vplivajo notranja motivacija za pridobivanje novega znanja, psihološki dejavniki, kot so samozavest, samopodoba in obvladovanje stresa, podpora družine in izobraževalnega okolja. V prispevku predstavljamo rezultate raziskave med študenti I. letnika na študijskem programu Upravljanje in poslovanje na Fakulteti za ekonomijo in informatiko Univerze v Novem mestu. Namen raziskave je preučiti učne navade študentov na fakulteti, njihov vpliv na študijski uspeh ter narediti primerjavo učnih izkušenj in strategij med srednjo šolo in fakulteto. Z raziskavo si prizadevamo ugotoviti, katere učne navade so povezane z večjim uspehom pri študiju, kako se študenti prilagajajo na nov način učenja v primerjavi s srednjo šolo ter kako dejavniki, kot so organizacija časa, uporaba učnih strategij in motivacija, vplivajo na njihov uspeh pri študiju. Raziskava bo omogočila boljše razumevanje dejavnikov, ki vplivajo na uspeh študentov pri študiju, ter ponudila smernice za izboljšanje učnih navad in strategij.

Ključne besede: študenti, učne navade, uspeh pri študiju, notranja motivacija za učenje, samoregulacija učenja, podpora družine in izobraževalnega okolja

Study Habits of Newly Enrolled Students

Study habits are a key determinant of students' academic success. Students employ different learning approaches, with many engaging in procrastination, which often results in a superficial understanding of course material and sub-optimal exam performance. Their academic performance and study behaviour are influenced by intrinsic motivation for knowledge acquisition, psychological factors such as self-confidence, self-perception, and stress management, as well as support from their family and academic environment. This paper presents the results of a study conducted among first-year students enrolled in the Business and Management programme at the Faculty of Economics and Informatics of the University of Novo mesto. The primary objective of this research is to analyse students' study habits at the university level, assess their impact on academic performance, and compare study strategies and experiences between secondary and higher education. The study aims to identify which study habits correlate with higher academic achievement, examine students' adaptation to new learning paradigms in contrast to secondary education, and evaluate the influence of factors such as time management, study strategies and motivation on their academic outcomes. The research findings will contribute to a deeper understanding of the determinants of academic success and offer evidence-based recommendations to improve study habits and learning strategies in higher education.

Keywords: students, study habits, academic achievement, intrinsic motivation to learn, self-regulated learning, family and institutional support

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Paradigmatski preokret u razumevanju funkcije znanja: izazov za organizaciju obrazovanja

Cilj ove studije je da metodom teorijskog diskursa sa empirijskom validacijom stavova, dođe do odgovora na pitanje kakvi su izazovi opšteg, globalnog paradigmatškog preokreta u razumevanju društvene uloge i funkcije znanja i obrazovanja, izazvani neoliberalnom ideologijom i instrumentima društvene i ekonomske kontrole, kao predznakom trenda ere globalne ekonomije znanja. Kao značajan izazov posmatra se tendencija kritičko-emancipatornih struja, teorijski kontekst od koga se očekuje inaugurisanje smernica o tendencijama emancipacije sapostojanja mnoštva perspektiva, kao suštinske i fundamentalne postavke u postmodernoj filozofiji obrazovanja i načina na koji se mogu stavovi ovoga teorijskog pristupa pomiriti sa promenama koje u predzaku imaju instrumente društvene i ekonomske kontrole paradigmatškog preokreta u razumevanju funkcije znanja. Dakle, u kontekst izazova svrstava se trend ere globalne ekonomije znanja, a uz prethodno tu je i teorijski diskurs poststrukturalizma ili postmodernizma u filozofiji obrazovanja i tendencija kritičko-emancipatorskih struja za koju se smatra da bi mogla uticati na inaugurisanje pravca emancipatorskih tendencija.

Ključne reči: paradigmatški preokret, globalna ekonomija znanja, tendencija emancipatornih struja

A paradigm Shift in the Understanding of the Function of Knowledge: A Challenge for the Organization of Education

The aim of this study is to use the method of theoretical discourse and empirical examination of positions to find an answer to the question of what are the challenges of the general, global paradigm shift in the understanding of the social role and function of knowledge and education, caused by the neoliberal ideology and the instruments of social and economic control, as a sign of the trend of the era of the global knowledge economy. A significant challenge is the tendency of the critical-emancipatory currents, the theoretical context that is expected to introduce guidelines to the emancipation tendencies of the existence of many perspectives as essential and fundamental propositions in the postmodern philosophy of education and the way in which the positions of this theoretical approach can be reconciled with the changes that precede a paradigmatic reversal in the understanding of the function of knowledge through instruments of social and economic control. Therefore, the tendency of the era of the global economy of knowledge is placed in the context of the challenge and in addition to the previous ones, there is also the theoretical discourse of poststructuralism or postmodernism in the philosophy of education and the tendency of critical-emancipatory currents, which are considered capable of influencing the inauguration of the direction of emancipatory tendencies.

Keywords: paradigm shift, global economy of knowledge, tendency of critical-emancipatory

Obrazovna destrukcija i prenos znanja u vremenima kriza i neizvesnosti

Obrazovanje u današnje vreme bitno utiče na sve druge oblike društva i privrede, pa i na kvalitet kadrova u vremenima kriza i neizvesnosti. Pogotovu je to za nas značajno zbog procesa koji se događaju u Evropi, te u njenoj blizini (rat na Bliskom Istoku) u poslednje tri godine – pandemija, migrantska kriza i rat u Ukrajini. Svaka od ovih kriza na svoj način je uticala na formiranje procesa valorizacije obrazovanja i odnosa društva prema tom zadatku. Obrazovanje u tom smislu mora intenzivno da se menja i da se prilagođava takvim situacijama. Međutim, na tom putu pojavila se velika prepreka, koja se na prvi pogled ne vidi, a to je obrazovna destrukcija.

Ključne reči: obrazovanje, krize, valorizacija

Educational Destruction and Knowledge Transfer in Times of Crisis and Uncertainty

Education today has a significant impact on all other forms of society and its interests, as well as on the quality of human resources in times of crisis and uncertainty. This is certainly relevant to us because of the processes that have taken place in Europe and its surroundings (the crisis in the Middle East) over the last three years - the pandemic, the migrant crisis and the crisis in Ukraine. Each of these crises has had its own impact on the process of upgrading society's thinking and attitudes on this issue. However, there is one major obstacle that is not visible at first glance, namely the educational destruction.

Keywords: educational destruction, crisis, valorisation

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Splošna bolnišnica Celje

Priprava pacienta na transplantacijo organov

Za uspešno okrevanje pacienta po transplantaciji je ključna ustrezna priprava pacienta, ki poleg administrativne vključuje tudi fizično in psihično pripravo. Priprava pacienta, pooperativno zdravljenje in rehabilitacija predstavljajo zelo dolg in zahteven proces. V tem času medicinska sestra in pacient vzpostavita zaupen odnos, skupaj premagujeta prepreke in stremita k zastavljenim ciljem. Nekateri pacienti z ledvično odpovedjo kot zdravljenje izberejo transplantacijo, saj želijo, da bi se kakovost njihovega življenja povečala. Z raziskavo smo predstavili vlogo medicinske sestre pri pripravi pacienta na transplantacijo ledvice, pripravo pacienta na transplantacijo ledvice s strani medicinske sestre ter vlogo medicinske sestre pri pacientu po transplantaciji ledvice. Uporabili smo kvalitativni način raziskovanja, podatke smo pridobili z intervjuvanjem. Ugotovili smo, da so po mnenju intervjuvanih medicinskih sester pri pripravi pacienta na transplantacijo zelo pomembni dejavniki prehrana pacienta, njegova telesna teža, vključitev svojcev, posvet s psihologom ter individualni in celostni pristop, ki vključuje tudi zdravstveno vzgojno delo medicinske sestre.

Ključne besede: transplantacija, ledvica, pacient, medicinska sestra

Preparing the Patient for Organ Transplantation

For the successful recovery of a patient after a transplant, the proper preparation of the patient, which includes the administrative part as well as the physical and psychological part, is of crucial importance. Patient preparation, post-operative treatment and rehabilitation are a very long and demanding process. During this time, the nurse and the patient build a trusting relationship, overcome obstacles together and strive to achieve the set goals. Some patients with kidney failure opt for a transplant because they want to improve their quality of life. The study identified the nurse's role in preparing the patient for kidney transplantation, the nurse's preparation of the patient for kidney transplantation, and the nurse's role for the patient after kidney transplantation. We used a qualitative research method and the data were obtained through interviews. We found that, according to the nurses interviewed, the patient's diet, body weight, involvement of relatives, consultation with a psychologist, and an individualised and holistic approach, including the nurse's health education work, are very important in preparing a patient for transplantation.

Keywords: transplantation, kidney, patient, nurse

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Zeleni prehod: študija primera mesta v zvezni deželi Štajerska

Podnebne spremembe so zaradi svojega vpliva postale največji izziv za gospodarski razvoj. Najpomembnejši vzrok podnebnih sprememb je »fosilni« kapitalizem. Pri »fosilnem« kapitalizmu gre v bistvu za onesnaževanje, ki ga povzročajo emisije toplogrednih plinov. Največji povzročitelj tega onesnaženja so avtomobili, kar pomeni, da je promet med največjimi onesnaževalci in odgovoren za ekološko ter gospodarsko krizo. Na ravni Evropske unije so države oblikovale okoljske politike v okviru zelenega dogovora. Evropski zeleni dogovor prepozna trajnostno mobilnost kot rešitev za zmanjšanje toplogrednih plinov in obvladovanje posledic podnebnih sprememb. V raziskavi so na primeru uporabe kolesa kot oblike trajnostne mobilnosti izpostavljeni pozitivni učinki okoljskega upravljanja v procesu zelenega prehoda.

Ključne besede: podnebne spremembe, emisije toplogrednih plinov, zeleni dogovor, trajnostna mobilnost, kolo, zeleni prehod

The Green Transition: A Case Study of a City in Styria

Due to its impact, climate change has become the greatest challenge for economic development. The most significant cause of climate change is "fossil" capitalism. "Fossil" capitalism is essentially about pollution caused by greenhouse gas emissions. The main source of this pollution is the car, which means that transportation is one of the biggest polluters and is responsible for the ecological and economic crisis. At the European Union level, countries have formulated environmental policies within the framework of the Green Deal. The Green Deal recognises sustainable mobility as a solution to reduce greenhouse gases and tackle the consequences of climate change. In this study, the positive effects of the political-ecological orientation of a green transition through urban management are demonstrated using the example of the use of the bicycle as a form of sustainable mobility.

Keywords: climate change, greenhouse gas emissions, Green Deal, sustainable mobility, bicycle, green transition

Plače in nagrajevanje zaposlenih

Podjetja se premalo zavedajo, da sta vrednotenje dela in motivacija eni izmed primarnih dejavnosti v podjetju in podlaga uspešnega delovanja. Uspešnost podjetja se ne kaže samo v pozitivnem poslovanju in dobičku, ampak tudi v zadovoljnih in motiviranih delavcih, ki so se na delovnem mestu vedno pripravljeni podtruditi do konca. Vsako podjetje bi moralo imeti sistem vrednotenja dela in nagrajevanja zaposlenih, ki bi bil pravičen in enak za vse zaposlene. Spoznali bomo, kako pomembno je za podjetje, da postavi dober sistem vrednotenja dela in motivacije zaposlenih. Brez vzpodbudnega okolja, dobrega vzdušja in klime ne moremo pričakovati, da bodo zaposleni v podjetju motivirani in vestno opravljali svoje delo. Namen prispevka je ugotoviti, kakšne finančne in nefinančne spodbude zaposlene najbolj motivirajo pri njihovem delu.

Ključne besede: podjetje, vrednotenje dela in motivacija

Salaries and Remuneration of Employees

Companies are insufficiently aware of the fact that job evaluation and motivation are among the primary activities that form the basis for the successful functioning of the company. The success of the company is not only reflected in positive operating results and profits, but also in satisfied and motivated employees who are always ready to give their best at work. Every company should have a job evaluation and reward system that is fair and equal for all employees. We will learn how important it is for a company to have a good job evaluation and employee motivation system in place. Without a positive environment, a good atmosphere and a good climate in the company, we cannot expect employees to be motivated and conscientious in their work. The purpose of the paper is to determine what financial and non-financial rewards motivate employees the most in their work.

Keywords: company, job evaluation and motivation

Izzivi pomanjkanja kadra v zdravstvu: vpliv na kakovost oskrbe in upravljanje virov

Pomanjkanje zdravstvenega kadra je eden največjih izzivov sodobnega zdravstvenega sistema, saj negativno vpliva na kakovost oskrbe, zadovoljstvo pacientov in delovne pogoje zaposlenih. Namen prispevka je analizirati vzroke za pomanjkanje kadra, njegove posledice ter raziskati vlogo menedžmenta pri iskanju učinkovitih rešitev za izboljšanje stanja. Poseben poudarek je na iskanju strategij, ki bi dolgoročno pripomogle k stabilnosti zdravstvenega sistema in izboljšanju delovnih pogojev. Raziskava temelji na pregledu znanstvene literature in anketi, ki je bila izvedena med slovenskimi zdravstvenimi delavci. Ugotovitve kažejo, da pomanjkanje kadra vodi v preobremenjenost zaposlenih, izgorelost, večjo verjetnost napak ter podaljšanje čakalnih dob. Ključne rešitve vključujejo boljše upravljanje kadrovskih virov, prilagoditev delovnih pogojev, vlaganje v izobraževanje in uvajanje digitalnih rešitev. Z učinkovitim menedžmentom in sistemskimi ukrepi je mogoče ublažiti posledice kadrovske krize ter zagotoviti trajnostno in kakovostno zdravstveno oskrbo.

Ključne besede: pomanjkanje kadra, kakovost zdravstvene oskrbe, zadovoljstvo zaposlenih, menedžment v zdravstvu

Challenges of Staff Shortages in Healthcare: Impact on Quality of Care and Resource Management

The shortage of healthcare staff is one of the greatest challenges facing the modern healthcare system and has an impact on the quality of care, patient satisfaction and working conditions. The aim of this thesis is to analyse the causes of staff shortages and their consequences and to examine the role of management in finding effective solutions to improve the situation. Particular attention is paid to the search for strategies that can contribute to the long-term stability of the healthcare system and the improvement of working conditions. The research is based on a review of the scientific literature and a survey of Slovenian healthcare professionals. The results show that staff shortages lead to overwork, burnout, increased likelihood of errors and longer waiting times. Key solutions include better management of human resources, adapting working conditions, investing in training and introducing digital solutions. Effective management and systemic measures can mitigate the impact of the staffing crisis and ensure sustainable, high-quality healthcare.

Keywords: staff shortage, quality of healthcare, employee satisfaction, healthcare management

Varnost pacienta in kakovost v zdravstveni negi

Pomemben element kakovosti v zdravstveni negi je varnost. Varnostne zaplete zmanjšujemo med diagnostičnimi postopki, zdravljenjem in rehabilitacijo pacienta. Varnost obsega dejavnosti za izogib in preprečevanje varnostnih zapletov ter popravo le-teh. Namen raziskave je bil raziskati varnost in kakovost v zdravstveni negi. Izvedena raziskava je temeljila na kvalitativnem raziskovalnem pristopu in deskriptivni metodi dela. V empiričnem delu so bili analizirani primarni ter sekundarni viri. Primarne podatke za analizo smo pridobili s tehniko intervjuvanja, pri čemer smo upoštevali različne kazalnike kakovosti. V nadaljevanju smo med seboj primerjali bolnišnico in dom starejših. Ugotovili smo, da so odkloni prisotni tako v DSO kot v bolnišnici (padci, razjeda zaradi pritiska, kolonizacija z MRSA in ESBL). Stremeti je potrebno k obvladovanju odklonov in preprečevanju le-teh, da zagotovimo kakovostno izvajanje zdravstvene dejavnosti v vseh zdravstvenih ustanovah.

Ključne besede: varnost, kakovost v zdravstveni negi, odkloni

Patient Safety and Quality in Healthcare

The shortage of healthcare staff is one of the greatest challenges facing the modern healthcare system and has an impact on the quality of care, patient satisfaction and working conditions. The aim of this thesis is to analyse the causes of staff shortages and their consequences and to examine the role of management in finding effective solutions to improve the situation. Particular attention is paid to the search for strategies that can contribute to the long-term stability of the healthcare system and the improvement of working conditions. The research is based on a review of the scientific literature and a survey of Slovenian healthcare professionals. The results show that staff shortages lead to overwork, burnout, increased likelihood of errors and longer waiting times. The most important solutions include better management of human resources, adapting working conditions, investing in training and introducing digital solutions. Effective management and systemic measures can mitigate the impact of the staffing crisis and ensure sustainable, high-quality healthcare.

Keywords: staff shortage, quality of healthcare, employee satisfaction, healthcare management

Vpliv izbranih spremenljivk na odkupne cene listavcev in iglavcev

V Sloveniji imamo 10 avtohtonih vrst iglavcev in 61 avtohtonih vrst listavcev. Odkupne cene okroglega lesa so odvisne od zunanjih in notranjih dejavnikov in se skozi leta spreminjajo, predvsem zaradi okoljskih in ekonomskih razlogov. Namen prispevka je raziskati vpliv različnih dejavnikov na odkupne cene okroglega lesa listavcev in iglavcev v Sloveniji. S pomočjo statistične metode bivariate regresijske analize bomo preučili povezavo med izbranimi spremenljivkami in ceno v obdobju 2013–2023. Na podlagi pridobljenih rezultatov regresijskih analiz smo lahko v celoti potrdili 3 raziskovalne hipoteze, ki se navezujejo na vpliv spremenljivk na odkupne cene hlodovine. Največji vpliv na odkupne cene lesa v Sloveniji imajo zaloge lesa, indeks cen življenjskih potrebščin in poraba goriva.

Ključne besede: listavci, iglavci, odkupne cene, vpliv

The Impact of Selected Variables on the Purchase Prices of Deciduous and Coniferous Trees

Slovenia has 10 indigenous coniferous species and 61 indigenous deciduous species. The purchase prices of roundwood depend on external and internal factors that change over the years, mainly for environmental and economic reasons. The aim of the study is to investigate the influence of various factors on the purchase prices of hardwood and softwood in Slovenia. The statistical method of bivariate regression analysis is used to examine the relationship between selected variables and prices in the period from 2013 to 2023. The statistical method used in the paper is bivariate regression analysis, through which we have obtained results on the influence of selected variables on the purchase prices of wood. We reduced the amount of data by defining a time series (2013–2023). Based on the results of the regression analyses, we were able to fully confirm three research hypotheses on the influence of variables on the purchase prices of logs. The most important influences on the purchase prices of timber in Slovenia are timber stocks, the consumer price index and fuel consumption.

Keywords: deciduous, conifers, purchase prices, impact

Uloga veštačke inteligencije u sprečavanju ESG prevara

Ovaj rad istražuje ulogu veštačke inteligencije (AI) u sprečavanju ESG prevara, s naglaskom na rizike koji proizlaze iz primene EU Zakona o veštačkoj inteligenciji u kontekstu ESG izveštavanja. ESG prevara predstavlja suštinski izazov u održivom poslovanju, a primena AI može poboljšati tačnost i transparentnost ESG podataka. Iako AI pruža prednosti u detekciji prevara, zakonodavni okviri koji uređuju primenu veštačke inteligencije, postavljaju izazove u vezi sa etikom, privatnošću i sigurnošću podataka. U radu se analizira kako EU Zakon o veštačkoj inteligenciji utiče na primenu veštačke inteligencije u ESG izveštavanju, uz istraživanje njegovih potencijalnih prednosti i izazova. Pored toga, razmatra se kako odgovarajuća zakonodavna regulativa može doprineti zaštiti od ESG prevara, poboljšavajući poverenje investitora i drugih zainteresovanih strana u ESG izveštaje. Ovaj istraživački rad pruža osnovu za bolje razumevanje interakcije između AI tehnologije, zakonodavnih okvira i održivog poslovanja.

Ključne reči: veštačka inteligencija, ESG prevara, EU Zakon o veštačkoj inteligenciji, ESG izveštavanje

The role of Artificial Intelligence in Preventing ESG Fraud

This paper examines the role of artificial intelligence (AI) in the prevention of ESG fraud, focusing on the risks arising from the implementation of the EU Artificial Intelligence Act in the context of ESG reporting. ESG fraud is a fundamental challenge to sustainable business practices and the application of AI can improve the accuracy and transparency of ESG data. While AI offers advantages in fraud detection, the legal frameworks governing the use of artificial intelligence pose challenges in terms of ethics, data privacy and data security. The paper analyzes how the EU law on artificial intelligence impacts the use of AI in ESG reporting and examines the potential benefits and challenges. It also discusses how appropriate regulation can help prevent ESG fraud and increase investor and stakeholder confidence in ESG reporting. This research paper provides a basis for a better understanding of the interaction between AI technology, legal frameworks and sustainable business practices.

Keywords: artificial intelligence, ESG fraud, EU law on artificial intelligence, ESG reporting

Mobing na delovnem mestu

Mobing je sistematično in dolgotrajno psihično nasilje na delovnem mestu, ki ga lahko izvajajo nadrejeni ali sodelavci. Pojavlja se v različnih oblikah, kot so verbalno nasilje, socialna izolacija, širjenje govoric, poniževanje in grožnje. Raziskave kažejo, da je mobing prisoten po vsej Evropi. Ima resne posledice za duševno in telesno zdravje žrtev ter vpliva na delovno okolje in produktivnost organizacije. Namen raziskave je bil proučiti pojavnost mobinga na delovnem mestu ter raziskati, koliko zaposlenih je že doživelo mobing ali bilo priča ter kako vpliva na duševno zdravje. Raziskava temelji na kvalitativnem raziskovalnem pristopu ter deskriptivni metodi dela s sistematičnim pregledom znanstvene in strokovne literature. Primarni podatki so bili zbrani s tehniko intervjuja. V raziskavi je sodelovalo 6 delovno aktivnih medicinskih sester. Na podlagi pridobljenih rezultatov raziskave smo ugotovili, da so se osebe že srečale z mobingom in ga tudi same doživele. Večina meni, da ga izvajajo nadrejeni, kar vpliva na duševno zdravje. Med občutki prevladujejo jeza, razočaranje, manjvrednost in krivda. Mobing zmanjšuje produktivnost, povečuje odsotnost z dela in vodi v izolacijo žrtev. Njegov vpliv lahko povzroči povečanje stresa, tesnobe, depresije in zmanjšanje samozavesti. Prepoznavanje, preventiva in ustrezno odzivanje podjetja so ključni za preprečevanje škodljivih učinkov na zdravje zaposlenih in dobrobit podjetja.

Ključne besede: mobing, nadlegovanje, psihično nasilje, delovno mesto

Workplace Mobbing

Mobbing is systematic and persistent psychological violence in the workplace, which can be perpetrated by superiors or colleagues. It takes many forms, such as verbal violence, social isolation, rumour-mongering, humiliation and threats. Research shows that mobbing is prevalent throughout Europe. Mobbing has serious consequences for the mental and physical health of victims. The aim of the study was to investigate the prevalence of mobbing in the workplace, to find out how many employees have experienced mobbing and how mobbing affects mental health. The study was based on a qualitative research approach and a descriptive method with a systematic review of academic and professional literature. Primary data was collected using an interview technique. Six working nurses participated in the study. The results of the survey showed that people have already experienced mobbing before and have been affected by mobbing themselves. The majority of respondents believe that it is perpetrated by their superiors, which has an impact on their mental health. The predominant feelings are anger, frustration, inferiority and guilt. All of them have considered changing jobs as a result of mobbing. Mobbing reduces productivity, increases absenteeism and leads to isolation of the victims. The impact of mobbing can lead to increased stress.

Keywords: mobbing, harassment, psychological violence, workplace

Primjena AI i održivo poslovanje izazovi i mogućnosti u “budućnosti”

Integracija umjetne inteligencije (AI) u održive poslovne modele predstavlja jedan od ključnih izazova istraživanja i primjene u sljedećem desetljeću. Ovaj rad istražuje ulogu umjetne inteligencije u smanjenju utjecaja na okoliš, posebice optimizacijom energetske resursa, smanjenjem ugljičnog otiska i provedbom Zelenog plana. AI djeluje kao katalizator inovacija unapređujući automatizaciju, digitalizaciju i obrnutu logistiku, pridonoseći smanjenju otpada i poboljšanju učinkovitosti. Poseban naglasak stavljen je na predviđanje potaknuto umjetnom inteligencijom u "pametnim gradovima" i strategije održivog urbanog razvoja podržane umjetnom inteligencijom. U radu se ističu ekonomski, pravni i etički izazovi u implementaciji umjetne inteligencije, posebno za mala i srednja poduzeća (SME), uključujući troškove, prilagodljivost i obrazovanje radne snage. U kontekstu upravljanja opskrbnim lancem, AI poboljšava planiranje resursa, smanjuje operativne troškove i poboljšava prediktivnu analitiku, što dovodi do održivih logističkih rješenja. Razvoj energetske učinkovitih modela umjetne inteligencije, uključujući kvantno računalstvo, imat će ključnu ulogu u smanjenju potrošnje energije povezane s umjetnom inteligencijom. Osim toga, zakonodavni okvir za regulaciju umjetne inteligencije sve više oblikuju globalne inicijative usmjerene na uravnoteženje tehnološkog napretka s etičkim i ekološkim standardima.

Ključne riječi: umjetna inteligencija (AI), Green AI, pametni gradovi, digitalna transformacija

Application of AI and Sustainable Business Challenges and Opportunities in the "Future"

The integration of artificial intelligence (AI) into sustainable business models is one of the most important research and application challenges of the next decade. This paper explores the role of AI in reducing environmental impact, in particular by optimizing energy resources, reducing carbon footprint and implementing the Green Agenda. AI acts as a catalyst for innovation by driving automation, digitalization and reverse logistics, helping to reduce waste and increase efficiency. A particular focus is on AI-supported forecasting in "smart cities" and AI-supported strategies for sustainable urban development. The paper highlights economic, legal and ethical challenges in implementing AI, especially for small and medium-sized enterprises (SMEs), including costs, adaptability and workforce training. In the context of supply chain management, AI improves resource planning, reduces operational costs and improves predictive analytics, leading to sustainable logistics solutions. The development of energy-efficient AI models, including quantum computing, will play a crucial role in minimizing AI-related energy consumption. In addition, the legal framework for AI regulation is increasingly being shaped by global initiatives aimed at reconciling technological progress with ethical and environmental standards.

Keywords: artificial intelligence (AI), green AI, smart cities, digital transformation

Komunikacija in uvajanje sprememb v organizaciji

Komunikacija in uvajanje sprememb v organizaciji sta ključna dejavnika za uspešno preoblikovanje in rast organizacije. Spremembe, bodisi tehnološke, kulturne ali strukturne, so neizogiben del vsakodnevnega poslovnega okolja, vendar pa so lahko za zaposlene in organizacijo v celoti zelo zahtevne. Učinkovita komunikacija pri uvajanju sprememb je zato nujna za zmanjšanje odpora, večje sprejemanje sprememb in zagotavljanje nemotenega prehoda skozi obdobje preoblikovanja. Empirična raziskava, v okviru katere je bilo anketiranih 51 zaposlenih, je pokazala, da zaposleni v procesu sprememb največ informacij prejmejo po e-pošti, na sestankih in iz neposrednih pogovorov z vodstvom. Čeprav večina meni, da so obveščeni pravočasno, jih skoraj polovica ocenjuje, da vodstvo ne upošteva v zadostni meri njihovih povratnih informacij. Prav tako se 46 % zaposlenih le občasno počuti vključene v proces odločanja o spremembah. Ključni izzivi, ki jih zaposleni zaznavajo pri uvajanju sprememb, so pomanjkanje komunikacije, usklajenosti in sodelovanja med različnimi strokami ter slaba koordinacija z vodstvom.

Ključne besede: organizacijske spremembe, komunikacija, zaposleni, sodelovanje

Communication and Implementation of Changes in the Organization

Communication and the implementation of change in an organization are key factors for successful transformation and growth. Change, whether technological, cultural or structural, is an inevitable part of the daily business environment. However, they can be challenging for both employees and the organization as a whole. Effective communication when implementing change is therefore crucial to reduce resistance, increase acceptance and ensure a smooth transition during the changeover phase. An empirical study based on a survey of 51 employees found that employees receive most information about change through emails, meetings and direct conversations with management. While the majority feel they are informed in a timely manner, nearly half believe that management does not adequately consider their feedback. Additionally, 46% of employees only occasionally feel included in the decision-making process regarding changes. The key challenges identified by employees in the implementation of changes include a lack of communication, alignment, and collaboration between different departments, as well as poor coordination with management.

Keywords: organizational changes, communication, employees, collaboration

Samoocena poznavanja varovalnih in omejitvenih ukrepov proti covidu-19 in možni vplivi na njihovo upoštevanje

Pandemija covid-19 je zahtevala varovalne in omejitvene ukrepe. Uspešnost ukrepov je bila odvisna od stopnje poznavanja in pripravljenosti prebivalstva na njihovo izvajanje. Namen prispevka je proučitev samoocene poznavanja ukrepov med prebivalci Slovenije ter dejavnikov, ki vplivajo na njihovo upoštevanje. Kvantitativna analiza spletne ankete je zajela 211 prebivalcev in vključevala demografske podatke, poznavanje in izvajanje ukrepov ter razloge za (ne)upoštevanje. Rezultati kažejo, da so anketiranci najboljše poznali higieno kihanja in kašlja (70 %), uporabo mask (73 %) in razkuževanje rok (73 %), najmanj pa aplikacijo za sledenje stikom (42 %), evidentiranje udeležencev na dogodkih (49 %) ter omejitve potovanj (55 %). Poznavanje ukrepov pozitivno korelira z njihovo implementacijo ($r = 0,58$), spol pa ni bil statistično značilen dejavnik pri upoštevanju ukrepov ($p = 0,839$). Ugotovitve raziskave poudarjajo pomen komunikacije in izobraževanja prebivalstva o varovalnih in omejitvenih ukrepih v času javnozdravstvenih kriz. Pridobljeni rezultati prispevajo k boljšemu razumevanju vedenja prebivalstva v kriznih razmerah in ponujajo osnove za oblikovanje smernic za prihodnje javnozdravstvene strategije.

Ključne besede: covid-19, varovalni ukrepi, omejitveni ukrepi, javno zdravje, vedenje prebivalstva

Self-assessment of Knowledge of Protective and Restrictive Covid-19 Measures and Potential Influences on their Compliance

The COVID-19 pandemic required protective and restrictive measures. Their effectiveness depended on public awareness and willingness to comply. Our study examines the self-assessment of knowledge about these measures among Slovenian residents and the factors influencing their compliance. Demographic data, knowledge and implementation of the measures and reasons for (non-)compliance with the measures were recorded as part of a quantitative analysis of an online survey in which 211 people took part. The results show that respondents were most familiar with cough and sneeze hygiene (70%), the use of masks (73%) and hand disinfection (73%) and least familiar with the contact tracing app (42%), registration of event attendees (49%) and travel restrictions (55%). Knowledge of the measures correlated positively with their implementation ($r=0.58$), while gender was not a statistically significant factor ($p=0.839$). The results underline the importance of communicating and educating the public about protective and restrictive measures in public health crisis situations. The results contribute to a better understanding of public behavior in crisis situations and provide the basis for future public health strategies.

Keywords: COVID-19, protective measures, restrictive measures, public health, public behavior

Rimljani, alfa in omega globalizacije

Rimljani so bili pionirji globalizacije. Njihovo cesarstvo je obsegalo velik del Evrope, Bližnjega vzhoda in severne Afrike. S svojimi dosežki in inovacijami so postavili temelje za mnoge vidike sodobne globalizacije. Vzpostavili so na primer obsežno trgovinsko mrežo. Raziskali bomo, kako so bili povezani različni deli cesarstva in kako je ta povezava omogočila gospodarsko rast in kulturno izmenjavo. Zgradili so mrežo cest, akvaduktov in pristanišč, mi pa bomo preučili pomen infrastrukture za prevoz blaga in ljudi. Predstavili bomo napredne tehnike gradnje, kot so oboki in kupole, ter njihov vpliv na arhitekturo in inženirstvo. Razložiti bomo skušali pomen latinskega jezika in rimske kulture, ki sta se širila po cesarstvu, kar je vodilo do kulturne homogenizacije in širjenja rimskih običajev, prava in upravljanja. Prav tako bomo raziskali vlogo rimske vojaške moči pri širitvi in zaščiti imperija ter njen pomen za stabilnost in varnost. Pogledali si bomo tudi razvoj rimskega prava in njegovo implementacijo v sodobnosti.

Ključne besede: globalizacija, trgovina, infrastruktura, pravo, kultura

The Romans, Alpha and Omega of Globalization

The Romans were pioneers of globalization. Their empire encompassed a large part of Europe, the Middle East and North Africa. With their achievements and innovations, they laid the foundations for many aspects of modern globalization. For example, they established an extensive trade network and we will examine how different parts of the empire were connected and how this connection enabled economic growth and cultural exchange. They built a network of roads, aqueducts, and ports, and we will examine the impact of this infrastructure on the transportation of goods and people. We will introduce advanced building techniques, such as arches and domes, and their influence on architecture and engineering. We will try to explain the importance of the Latin language and Roman culture, which spread throughout the empire and led to cultural homogenization and the spread of Roman customs, laws and forms of government. We will also examine the role of Roman military power in the expansion and protection of the empire and its importance for stability and security. Finally, we will look at the development of Roman law and its implementation in modern times.

Keywords: globalization, trade, infrastructure, law, culture

Krožno gospodarstvo in zelena delovna mesta

Krožno gospodarstvo stremi k oblikovanju in izdelavi izdelkov, ki so trajnostni, popravljivi ali pa jih je mogoče nadgraditi, vse z namenom podaljšanja njihovega življenjskega cikla. Podjetja, ki sledijo principu krožnega gospodarstva, so skrbna pri uporabi naravnih virov, njihovi proizvodnji procesi so usmerjeni k zmanjšanju količine odpadkov in onesnaževanja okolja ter vzpodbujajo recikliranje izdelkov in ponovno uporabo materialov. Krožno gospodarstvo ponuja priložnosti za oblikovanje novih storitvenih praks, kot so najem in souporaba izdelka, ponovna uporaba izdelka ter popravilo izdelka. Tako uporabniki kot kupci in soustvarjalci vrednosti pa imajo pri tem pomembno vlogo. Krožno gospodarstvo ozavešča družbo o pomembnosti varovanja okolja za prihodnje generacije in jo k temu tudi spodbuja. Priložnost za razvoj novih veščin ponujajo zelena delovna mesta, katerih vloga je zmanjševanje negativnih vplivov na okolje. Namen prispevka je proučiti gibanje števila zaposlenih oseb v sektorju krožnega gospodarstva in zbrane podatke primerjati s splošno rastjo zaposlenosti ter stopnjo uporabe krožnega materiala.

Ključne besede: krožno gospodarstvo, zelena delovna mesta, gibanje števila zaposlenih v sektorju krožnega gospodarstva

Circular Economy and Green Jobs

The circular economy is about designing and manufacturing products that are sustainable, repairable or upgradable, with the aim of extending their life cycle. Companies that follow the circular economy principle are careful with natural resources, their production processes are geared towards reducing waste and pollution, and they promote the recycling of products and the reuse of materials. The circular economy offers the opportunity to create new service practises such as product rental, product exchange, product reuse and product repair. Users play an important role as customers and co-creators of value. The circular economy encourages society and raises awareness of the importance of protecting the environment for future generations. Green jobs offer the opportunity to develop new skills and help to reduce the negative impact on the environment. The aim of this paper is to analyse the development of the number of employees in the circular economy and to compare the collected data with the overall employment growth and the rate of use of circular materials in selected countries.

Keywords: circular economy, green jobs, trends in the number of employees in the circular economy

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