



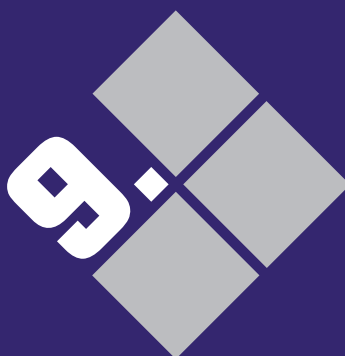
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**Znanje in  
poslovni izzivi  
v letu 2022**

**Celje, 17. november 2022**

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**Knowledge and  
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in 2022**

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# **Komerciala / Poslovanje**

Commerce /Business

**Tatjana Dolinšek**

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# Statistična analiza dodane vrednosti in njena povezanost z višino BDP v Sloveniji

## Povzetek

Dodana vrednost je eden izmed kazalnikov, ki v zadnjih letih pridobiva na svojem pomenu. To je namreč eden osnovnih ekonomski indikatorjev in temeljno merilo gospodarske aktivnosti ter uspeha. Čedalje več podjetij z izračunom dodane vrednosti prikazuje svojo produktivnost in se na ta način primerja znotraj panoge oz. s konkurenčnimi podjetji. Kazalnik je pomemben tudi z makroekonomskega vidika, saj je eden izmed generatorjev višine BDP in s tem pokazatelj razvitosti neke države. V članku je v teoretičnem delu najprej prikazan metodološki pristop računanja dodane vrednosti tako z vidika podjetja kot z vidika države. V raziskovalnem delu pa je predstavljeno gibanje dodane vrednosti v obdobju 2005-2020 ter primerjava po posameznih panogah. Kot dodano je izvedena tudi analiza s katero smo ugotavljali povezanost oz. odvisnost višine pobranega davka na dodano vrednost z višino BDP za obdobje zadnjih sedmih let. Rezultati raziskave kažejo, da pri ustvarjanju dodane vrednosti po panogah ni bistvene razlike glede na stanje v EU. Hkrati smo ugotovili, da v Sloveniji obstaja močna in pozitivna povezanost med višino pobranega DDV in višino BDP.

Ključne besede: dodana vrednost, BDP, davek na dodano vrednost, korelacija, enostavna regresija

## Statistical analysis of added value and its connection with GDP in Slovenia

## Abstract

*Added value is one of the indicators that has been gaining in importance in recent years. This is one of the basic economic indicators and a fundamental measure of economic activity and success. More and more companies show*



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*their productivity by calculating added value and in this way compare themselves within the industry or. with competing companies. The indicator is also important from a macroeconomic point of view, as it is one of the generators of the amount of GDP and thus an indicator of a country's development. In the theoretical part of the article, the methodological approach to calculating value added from the point of view of the company as well as from the point of view of the state is first presented. The research work presents the movement of value added in the period 2005-2020 and a comparison by individual industries. As added, an analysis was performed with which we determine the connection or. the dependence of value added tax on the level of GDP for the last seven years. The results of the survey show that there is no significant difference in the creation of value added by industry compared to the situation in the EU. At the same time, we found that in Slovenia there is a strong and positive relationship between VAT collected and GDP.*

*Keywords: value added, GDP, value added tax, correlation, linear regression*



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# Resource productivity impacted by selected environmental and economic development indicators in Europe

## Abstract

Recently, Eurostat developed several new indicators for the European Union (EU) monitoring framework for the circular economy. European Commission (2020) provides the Circular Economy Action Plan offering an agenda for achieving a cleaner and more competitive future in Europe in connection with economic actors, civil society organizations, consumers, and citizens. Circular Economy Action Plan from 2015 developed Resource Productivity (RP) as an important circular economy, sustainable development, and environmental indicator, which quantifies the relation between economic activities and is defined as the efficiency of natural resources used with the aim to produce goods and services in an economy. It is an important indicator of Sustainable Development Goal 12 (SDG 12) "Responsible Consumption and Production". In this research for EU27\_2020 countries, Eurostat data for RP, in Euro per kg, is used as the main study indicator and treated as the dependent variable. For the EU27\_2020, RP increased from 1.19 in the year 2000, to 2.29 Euro per kg, in 2020. In the latter year, the Netherlands was at the top, with 5.75 Euro per kg. In this research, one development level indicator, and two environmental indicators were used to perform independent variables. Firstly, it was found that RP correlates positively and moderately strong, to the following indicators: Circular Material Use Rate (CMU) or Circularity Rate, which belongs to the theme Secondary Raw Materials within the collection of Circular Economy Indicators, measured in percent; Gross Domestic Product per capita in Purchasing Power Standards (PPS) (as an index of real expenditure per capita, here denoted as GDPpc, EU27\_2020=100); and General Government Expenditure for Environmental Protection (ENVIR%GDP), measured as a percent of GDP. Trend analysis RP was performed forming a forecast for a short time horizon, as well. After the exploratory data analysis of included variables for EU27\_2020 countries, and the removal of Luxembourg data caused by its extremely high outlier for GDPpc, only 26 countries remain for further analysis. A multiple linear regression model with three regressors and with the highest coefficient of determination was selected to be built, for which diagnostics tests showed no violation of any of the model assumptions. Each of the following three regressors, CMU, ENVIR%GDP; and GDPpc, shows a statistically significant

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*positive impact on RP while having the remaining indicators fixed. The applied regression model resulted in three leverages, Ireland, Greece, and the Netherlands. In the end, all selected four variables were used in a hierarchical cluster analysis of the observed 26 countries. The conducted cluster analysis resulted in three clusters of countries being formed, respecting all four considered variables simultaneously, economic and environmental. Some economically rich countries are ranked low for environmental care, and some economically relatively poor countries are ranked top for environmental indicators. Only for the Netherlands, all considered indicators are ranked either at the top or very high.*

*Keywords: circularity rate, general government expenditure for environmental protection, gross domestic product per capita, correlation, multiple regression analysis, hierarchical clustering*



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# Projekt aktivni in zdravi olimpijci in paraolimpijci seniorji (AHOS) kot primer družbeno odgovornega vedenja do nekdanjih vrhunskih športnikov

## Povzetek

Skrb za celovito obravnavo vrhunskih športnikov po zaključeni športni karieri je sestavni del aktivnosti, ki spadajo na področje družbene odgovornosti v športu in bi ji bilo potrebno nameniti več pozornosti v prihodnje. Telesna aktivnost se je izkazala kot eden izmed redkih dejavnikov, ki lahko poleg zdrave prehrane pomembno vplivajo na ohranjanje zdravja ljudi v vseh starostnih obdobjih. Pozitivni učinki redne telesne dejavnosti so izboljšanje zdravja na telesnem, psihološkem (zadovoljstvo z življenjem) in socialnem področju. Podpora vrhunskim športnikom po zaključeni karieri na področju izobraževanja in zaposlovanja je že precej razvita, sistematične aktivnosti za nadaljevanje redne telesne vadbe po zaključku športne kariere pa še niso razvite. V letih 2019-2021 smo v projektu Aktivni in zdravi olimpijci in paraolimpijci seniorji - AHOS izvedli raziskavo, v kateri je sodelovalo 590 športnikov iz Slovenije, Poljske in Makedonije (338 nekdanjih in 252 aktivnih). Ugotovili smo, da nekdanji vrhunski športniki tudi v starosti nadaljuje s športno rekreativno vadbo. Podpora njihovi aktivnosti po zaključku kariere s strani njihovih športnih zvez in države je minimalna oz. je ni. Spodbudo za večje vključevanje bi jim predstavljala dostopnost do športnih objektov in dostopna cena, raznovrstnost ponudbe športne vadbe, strokovno vodenje in vadba z nekdanjimi športnicami in športniki. Še aktivni športniki načrtujejo nadaljnjo redno telesno aktivnost po končani karieri. Priložnosti za spodbujanje vključevanje nekdanjih športnikov v delovanje društev in redno telesno aktivnost so: vključevanje v organizacijske in strokovne dejavnosti, povezovanje in druženje, skrb za njihovo zdravje, vključevanje v telesne aktivnosti in promocija telesnih aktivnosti za veterane.

Ključne besede: družbena odgovornost, vrhunski šport, podpora nekdanjim športnikom, starejši, spodbujanje redne telesne aktivnosti

## Active and healthy olympians and paralympians seniors (AHOS) as an example of social responsible behaviour towards former elite athletes

### Abstract

*The holistic approach to elite athletes after the end of their sport careers is an integral part of the social responsible activities in sport which deserves*

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*more attention in the future. Physical activity has proven to be one of the few factors, alongside to healthy eating, that can have a significant impact on maintaining health at all ages. The positive effects of regular physical activity include improvements in physical, psychological (life satisfaction) and social health. While support for elite athletes after their sport careers in the area of education and employment is already well developed, systematic activities to continue regular physical activities after they finish their sport careers have not yet been developed. In 2019-2021, we conducted the project Active and Healthy Senior Olympians and Paralympians (AHOS). Part of it was a survey of 590 athletes from Slovenia, Poland and Macedonia (338 former and 252 active athletes). We found that former elite athletes continue to participate in recreational sport even in old age. There is minimal or no support for their post-career activity from their sports federations and the state. They would be encouraged to become more involved by better availability to sports facilities, the variety of sports training on offer, professional guidance and training with former athletes. Active elite athletes are planning to continue regular physical activity after their sport careers are over. Opportunities to promote the involvement of former elite athletes in sport associations and regular physical activity are: involvement in administration and professional staff, networking and socializing, taking care of their health, involvement in physical activities and marketing of physical activities for veterans.*

*Keywords: social responsibility, elite sport, support for former athletes, elderly, promotion of regular physical activity*



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## Vseživljenjsko učenje – izziv za višje strokovne šole

### Povzetek

V prispevku je prikazano vseživljenjsko učenje kot odgovor na hitre spremembe v sodobni družbi 21. stoletja ter njegova vpetost v aktualne strateške dokumente na nacionalni, evropski in globalni ravni. V Strategiji razvoja Slovenije 2030, ki je zasnovana na Viziji Slovenije 2050, je osrednji

cilj zagotoviti kakovostno življenje za vse. Eden izmed štirih strateških usmeritev države za doseg tega cilja je tudi »učenje za in skozi vse življenje«. Nadalje je v prispevku prikazana razlika med pojmom vseživljenjsko učenje in vseživljenjsko izobraževanje, kakšna so inovativna učna okolja, kjer se izvaja učenje, pomen motivacije in čustev pri učenju v formalnem izobraževanju in vpliv na nadaljnje vseživljenjsko učenje. Osrednje raziskovalno vprašanje v prispevku pa se glasi: Ali imajo višje strokovne šole v Sloveniji v svojih strateških dokumentih vključen element vseživljenjskega učenja? Z analizo dokumentov kot so dolgoročni razvojni načrti in letni delovni načrti posameznih višjih šol, so podani odgovori na raziskovalno vprašanje in predlogi za njihovo implementacijo. Prispevek vodi k razmisleku o pomenu kakovostnega izvajanja formalnega izobraževanja in vgrajevanja vseživljenjskega učenja v strateške in izvedbene dokumente višjih strokovnih šol, pri tem pa ponuja nekatere rešitve.

Ključne besede: vseživljenjsko učenje, višje strokovne šole, strateški dokumenti, inovativna učna okolja

## Lifelong learning – a challenge for higher vocational colleges

### Abstract

*The article shows lifelong learning as a response to rapid changes in the modern society of the 21st century and its inclusion in current strategic documents at the national, European and global level. In the Development Strategy of Slovenia 2030, which is based on the Vision of Slovenia 2050, the central goal is to ensure a quality life for everyone. One of the four strategic orientations of the country to achieve this goal is "learning for and throughout life«. Furthermore, the article shows the difference between the concepts of lifelong learning and lifelong education, what are the innovative learning environments where learning takes place, the importance of motivation and emotions in learning in formal education and the impact on further lifelong learning. The central research question in the article is: Do higher vocational colleges in Slovenia include an element of lifelong learning in their strategic documents? Through the analysis of documents such as long-term development plans and annual work plans of individual higher schools, answers to the research question and proposals for their implementation are given. The contribution leads to reflection on the importance of quality implementation of formal education and the*

*incorporation of lifelong learning into the strategic and implementation documents of higher vocational colleges, while offering some solutions.*

*Keywords: lifelong learning, higher vocational colleges, strategic documents, innovative learning environments*



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## **Emerging legal aspects of broadcasting rights**

### **Abstract**

*Ever since television started gaining popularity, even though in only black and white technology, it started influencing general opinion regarding events and people shown on it. As technology improved and televisions became more common, that influence only increased accordingly. Soon the content broadcasted on television began being regulated by law and protected by different rights. This paper explains how broadcasting rights legally developed with a case study of broadcasting sports events from black and white times to modern global events, the most important being the Olympic games and its very tight regulations not only for broadcasting but also for advertising. Furthermore, technology improved exponentially, causing the legal regulations to cover more than just television broadcasts. In the past decade, a new trend of content creation emerged on smart portable devices with instant sharing, most commonly through social media. Another branch of protection of intellectual property through broadcasting rights emerged as online streaming platforms gained popularity. The paper also explores how regulations could be seen as assistance that goes jointly with technological improvement rather than being an obstacle as it is commonly seen now.*

*Keywords: sports law, intellectual property, regulation, Olympic games, European Union*



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## Starajoča se družba in medgeneracijsko povezovanje

### Povzetek

Družba se vse bolj stara in s tem posledično prihaja do vedno bolj kompleksnih odločitev glede odnosov do starostnikov v družbi. Ta je namreč (ob svojih) dolžna poskrbeti za njihovo dostojno starost. Pomemben je odnos starostniki do mladih. Starostniki pogosto menijo, da v družbi ne morejo dovolj dobro izraziti vseh svojih potencialov, ki jih posedujejo. Ugotavljajo celo, da so veliko krat kršene njihove pravice na različnih področjih. Menijo npr., da ne čutijo priznanja, spodbujanja in podpiranja njihovega prispevka v družbi. Čutijo, da največkrat nimajo možnosti sodelovanja v gospodarskem, političnem in družbenem življenju, še več, nimajo možnosti za plačano delo po upokojitvi, čeprav se v zadnjem obdobju iz leta v leto tudi to vsaj malenkost izboljšuje. Pri starejših vključevanje v medgeneracijske aktivnosti zmanjšuje težave povezane s presnovo in prehrano, izboljša se njihovo počutje, zmanjša se razmišljanje o smiselnosti življenja. Temu lahko dodamo še nekaj zelo pomembnih komponent. Zmanjša se občutek osamljenosti, poveča se ali na novo nastane socialna mreža kot tudi občutek pripadnosti in pomembnosti za družbo. Vpliv na zdravje, ki so ga najbolj zaznali v času, ko je nastajal projekt, je opazen predvsem na duševnem področju in posledično pri večji skrbi za lastno telo (higiena, razgibanje) ter na splošnem dobrem počutju.

Ključne besede: starost, staranje, medgeneracijsko povezovanje, mladi, stari, institucije.

## Ageing society and intergenerational integration

### Abstract

*Society is ageing and, as a consequence, decisions about the relationship with the elderly in society are becoming increasingly complex. The society*



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*has a duty (alongside their relatives) to provide for the decent old age of the elderly. The relationship between the elderly and the young is important. Older people often feel that they cannot express their full potential in the society. They even feel that their rights are often violated in various areas. For example, they feel that their contribution to society is not recognised, encouraged and supported. They feel that most often they are not given the opportunity to participate in economic, political and social life and, moreover, they are not given the opportunity to have a paid job after retirement, although this has been improving, at least a little, year by year in recent years. For older people, involvement in intergenerational activities reduces metabolic and nutritional problems, improves their well-being, and reduces their reflections on the meaningfulness of life. To this we can add some very important components. Feelings of loneliness are reduced, social networks are increased or re-established, as well as a sense of belonging and relevance to society. The impact on health, which was most noticeable at the time of the project's creation, is particularly noticeable in the mental area and, as a consequence, in taking better care of one's own body (hygiene, exercise) and in general well-being.*

*Keywords: age, ageing, intergenerational integration, the young, the elderly, institutions*



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# The knowledge society and human resource management

## Abstract

*Human knowledge is at the centre of the shifts brought about by scientific and technical progress and the already-observed beginning of the fourth*

## Commerce /Business

*scientific revolution. Knowledge is the most valuable asset a person can possess. The "information society," as Peter Drucker coined it, is the foundation for a new civilization, ushering in fresh opportunities for building a globalized, progressive, democratic, and human society. A "knowledge society" is best able to preserve peace, freedom, independence, equality, and other admirable ideas because of the common idea of releasing science, upbringing, and education from any unneeded influences of politics, which will serve to improve the condition of man. The scientific theory backs up the importance of principles of interaction ethics and humanity in today's scientific and economic progress. Management that does not violate fundamental ethical norms is the hallmark of an organization that values ethics and humanity holistically. Human Resources is tasked with more than just increasing productivity and profits. They are also held to high standards of social responsibility and commercial excellence. Human management is based on a framework of universally held ethical standards. Human management uses the same behavioural model to achieve its goals, including making the workplace happier. Does the procedure, decision, or behaviour fit the given environment and all interested parties; does it lead to the general human and ethical progress of the entire social community without breaking the norms set forth by law? These questions must be answered following the basic principle of human management. Let's assume that legal norms and some statutory judgments are made in a way that does not allow for adequate flexibility in the individual's work but instead serves the interest groups. In that scenario, they need to be altered to serve the common good. Nothing in the law is set in stone; outdated, inhuman, or ecologically unjustified provisions can and should be amended or added. Since the environment in which a knowledge society operates is heavily influenced by the varying attitudes, desires, expectations, educational levels, beliefs, and customs of its constituent social groups, this paper seeks to highlight the essential components of human management as a foundation for a functional knowledge society.*

**Keywords:** management, human management, knowledge society, social community, social groups



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## **Proizvodna in ekonomska analiza vetrne elektrarne**

### **Povzetek**

Evropska unija ima cilj do leta 2030 doseči cilj 27 % obnovljivih virov energije v končni rabi energije. Za doseganje ciljev so bili vzpostavljeni instrumenti subvencioniranja višjih odkupnih cen električne energije, ki omogočajo realizacijo investicij v obnovljive vire energije.

Moderna tehnologija omogoča vse večje izkoristke proizvodnje električne energije iz obnovljivih virov. Poleg sončne in geotermalne energije je vetrna energija ena najbolj čistih oblik pridobivanja električne energije. V primerjavi z Zahodno Evropo, Slovenija ni na vetrovnem geografskem območju, vendar ima tudi območja z močnim vetrom. Za izgradnjo vetrnih polj v Sloveniji sta na podlagi meritev vetrnega potenciala najprimernejši Primorska in Notranjsko-Kraška regija. Vetrne elektrarne za svoje delovanje izkoriščajo kinetično energijo vetra, katero preko rotorja najprej pretvorijo v mehansko in nato preko generatorja v električno energijo. Veter dosega največje hitrosti v spomladanskem in jesenskem času. Vetrni električni generatorji zaradi nestabilnosti vetrne energije proizvajajo električno energijo v nerednih intervalih. Za tipično vetrno elektrarno smo izdelali ekonomsko analizo proizvodnje. V analizi so bile projektirane vrednosti proizvodnje primerjane z dejanskimi vrednostmi proizvodnje električne energije ter hitrostjo vetra. Dejanske izmerjene vrednosti vetra so bile pridobljene iz neposredne vremenske postaje Podnanos Agencije Republike Slovenije za okolje (ARSO) in primerjane z oddaljeno referenčno postajo ARSO Postojna. Izdelana je bila statistična in grafična analiza proizvodnih učinkov vetrne elektrarne s primerjavo predvidenih in dejanskih vrednosti glede na obratovalne parametre po mesecih in po letih. Regresijska analiza je potrdila močno odvisnost odvisne spremenljivke proizvodnje od neodvisne spremenljivke veter. Dosežene obratovalne ure so se v obdobju 2015-2020 gibale od 1.772 kWh/kW do 1.893 kWh/kW. Ekonomski kazalniki potrjujejo potrebnost večje spodbujevalne politike za naložbe v vetrne elektrarne v Sloveniji.

Ključne besede: obnovljivi viri energije, vetrna elektrarna, proizvodnja, ekonomski kazalniki, korelacijska analiza, regresijska analiza

## Economic and production analysis of a wind farm

### Abstract

*The EU has a target of 27% renewable energy in final energy consumption by 2030. To achieve the targets, instruments have been put in place to subsidise higher electricity feed-in tariffs to enable investment in renewable energy sources. Modern technology is making it possible to increase the efficiency of electricity generation from renewable sources. Alongside solar and geothermal energy, wind energy is one of the cleanest forms of electricity generation. Compared to Western Europe, Slovenia is not in a windy geographical area, but it does have areas with strong winds. Based on wind potential measurements, the Primorska and Notranjsko-Kraška regions are the most suitable for the construction of wind farms in Slovenia. Wind farms use the kinetic energy of the wind to operate, which is first converted into mechanical energy via a rotor and then into electrical energy via a generator. Wind speeds are highest in spring and autumn. Due to the instability of wind energy, wind power generators produce electricity at irregular intervals. An economic analysis of the output has been carried out for a typical wind farm. In the analysis, the projected production values were compared with the actual electricity production values and the wind speed. The actual measured wind values were obtained from the direct weather station Podnanos of the Slovenian Environment Agency (ARSO) and compared with the remote reference station ARSO Postojna. A statistical and graphical analysis of the wind farm's production effects was made, comparing the predicted and actual values according to the operating parameters by month and by year. The regression analysis confirmed the strong dependence of the dependent variable production on the independent variable wind. The achieved operating hours ranged from 1,772 kWh/kW to 1,893 kWh/kW over the period 2015-2020. The economic indicators confirm the need for a stronger incentive policy for investment in wind farms in Slovenia.*

**Keywords:** renewable energy, wind power, production, economic indicators, correlation analysis, regression analysis



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## Šok covid-19 kot dejavnik gospodarske negotovosti v Teksasu

### Povzetek

Nenaden izbruh in hitro širjenje epidemije covid-19, ki ga povzroča koronavirus SARS-CoV-2, sta čez noč spremenila način življenja in dela v Združenih državah Amerike, ki jih je epidemija covid-19 zelo prizadela, kar kažejo na primer podatki o številu okuženih s koronavirusom SARS-CoV-2 in umrlih za covidom-19. Namen tega prispevka je obravnavati šok covid-19 kot dejavnik gospodarske negotovosti v Teksasu, ki je po površini in številu prebivalcev druga največja ameriška zvezna država. Rezultati raziskave kažejo, da sta nenaden izbruh in hitro širjenje epidemije covid-19 vplivala na povečanje gospodarske negotovosti v Teksasu, kar so ugotovili tudi drugi raziskovalci na tem področju. Strah pred neznanim, ki se je na začetku epidemije covid-19 hitro širil med Teksašani, je spremenil nakupne navade ljudi in med podjetji povzročil potrebo po prilagoditvi novim razmeram.

Ključne besede: covid-19, gospodarska aktivnost, gospodarska negotovost, Teksas, Združene države Amerike

## The Covid-19 shock as a factor of economic uncertainty in Texas

### Abstract

*The sudden outbreak and rapid spread of the Covid-19 epidemic caused by the SARS-CoV-2 coronavirus has changed the way people live and work in the United States overnight. The country has been hit hard by the Covid-19 epidemic, as shown, for example, by the number of people infected with the SARS-CoV-2 coronavirus and those who have died from Covid-19. This paper focuses on the Covid-19 shock as a factor of economic uncertainty in Texas, the second largest US state in terms of area and population. The findings of the study show that the sudden outbreak and rapid spread of the*

*Covid-19 epidemic increased economic uncertainty in Texas, as other researchers in the field have also found. The fear of the unknown, which spread rapidly among Texans at the beginning of the Covid-19 epidemic, has changed people's buying habits and caused businesses to adapt to the new conditions.*

*Keywords: Covid-19, economic activity, economic uncertainty, Texas, United States*



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## Regionalizacija oskrbovalnih verig

### Povzetek

Trend v smeri vse večje stopnje globaliziranosti svetovnega gospodarstva se je do nedavnega zdel enosmerna cesta. Oskrbovalne verige so postajale vse učinkovitejše, stroški transporta blaga na velike razdalje so bili nizki in dobavni roki predvidljivi. Ekonomski interesi držav so imeli prednost pred političnimi razlikami. To razmerje pa se je po gospodarski krizi iz leta 2008 začelo spreminjati. Razmah protekcionizma kot odziv na krizo je pripeljal do padca deleža mednarodne trgovinske menjave v BDP številnih držav. Mnogi že sklenjeni trgovinski sporazumi so se prekinili oz. preoblikovali, drugi spet so propadli že v fazi pogajanj. Pandemija covida-19 je že tako načete verige še dodatno prizadela in pripeljala do številnih ozkih grl pri oskrbi. Hkrati so se močno povišali stroški transporta. Napad Rusije na Ukrajino je težave z oskrbo preselil še na področje energentov, hrane in drugih strateških surovin. Da bi se zavarovala pred motnjami v globalnih oskrbovalnih verigah, so začela mnoga podjetja iskati dobavitelje, ki se nahajajo bližje in po možnosti v prijateljskih državah. Premik proti večji stopnji oskrbe iz regionalnih virov, ki se je sprva zdel kot začasen odziv, postaja vse bolj nova smer razvoja. Vse pogostejša geopolitična trenja med ključnimi svetovnimi gospodarstvi vodijo v postavljanje novih ovir za mednarodno trgovino in povečujejo tveganja za podjetja. Večje države in širše regije (kot npr. EU) želijo vzpostaviti oskrbovalne verige, ki bodo čim manj odvisne od njihovih tekmecev. Lastna proizvodnja ključnih strateških komponent (kot so npr. polprevodniki, baterije in podobno) postavlja temelje za vzpostavitev bolj robustnih

regionalnih verig. Ugotovimo lahko, da postaja regionalizacija, čeprav ekonomsko ne najbolj upravičena, nova smer razvoja oskrbovalnih verig.

Ključne besede: regionalizacija, globalizacija, oskrbovalne verige, tveganja, motnje v dobavah

## Regionalization of supply chains

### Abstract

*The trend towards an increasing degree of globalization of the world economy seemed to be a one-way street until recently. Supply chains were becoming more efficient, the cost of transporting goods over long distances was low and delivery times were predictable. Economic interests of countries took precedence over political differences. However, this relationship began to change after the economic crisis of 2008. The rise of protectionism in response to the crisis led to a decline in the share of international trade in the GDP of many countries. Many already concluded trade agreements have been terminated or re-negotiated, others have failed in the negotiation phase. The covid-19 pandemic has further affected already affected chains and led to numerous supply bottlenecks. At the same time, transport costs have risen sharply. Russia's attack on Ukraine has moved supply problems to the area of energy, food and other strategic raw materials. In order to protect themselves from disruptions in global supply chains, many companies have started to look for suppliers located closer and preferably in friendly countries. The move towards greater levels of supply from regional sources, which at first appeared to be a temporary response, is increasingly becoming a new direction of development. Increasingly frequent geopolitical frictions between the world's key economies lead to the establishment of new barriers to international trade and increase risks for companies. Larger countries and wider regions (such as the EU) want to establish supply chains that are as little dependent as possible on their competitors. Own production of key strategic components (such as semiconductors, batteries, etc.) lays the foundations for the establishment of more robust regional chains. We can conclude that regionalization, although economically not the most justified, is becoming a new direction in the development of supply chains.*

**Keywords:** regionalization, globalization, supply chains, risks, supply chain disturbances



**Turizem**

Tourism



## Turizem

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# Haloterapevtski turizem v obdobju endemije covid-19

## Povzetek

Epidemija covid-19 bo po mnenju infektologov prešla v endemijo covid-19. Infektologi namreč ocenjujejo, da bodo nekateri posamezniki v populaciji zbolevali in mnogi med njimi tudi imeli težji potek bolezni. Vendar pa ocenjujejo, da bo zaradi dosežene stopnje imunosti populaciji postalo kroženje virusa manj intenzivno in bo imelo manjši vpliv na gospodarstvo in življenje ljudi. Med gospodarskimi panogami je epidemija do sedaj zelo močno vplivala na turistično gospodarstvo in tudi v prihodnje bo tako. Ker ni znakov, da bo virus izginil sam od sebe, bodo za turiste pomembne ponudbe, ki bodo vsebovale storitve krepitev zdravja in blaženja posledic po preboleli bolezni. To bo ugodno vplivalo na rast vrst turizma, ki poudarjajo krepitev zdravja turistov. Med njimi bo zagotovo tudi haloterapevtski turizem, saj nudi turistom kombinacijo turističnih storitev s storitvami haloterapije, ki pozitivno delujejo na zdravje. Med turisti je bila izvedena raziskava o interesu in pričakovanih turistov glede storitev haloterapevtskega turizma v obdobju endemije covid-19, ki je pokazala na interes turistov za haloterapevtski turizem ter, da turisti pričakujejo strokovno izobražene terapevte, higieno prostorov in antiviralne učinke terapije.

Ključne besede: haloterapija, solna terapija, endemičnost, razvoj haloterapevtskega turizma

## Halotherapy tourism in the COVID-19 endemic period

## Abstract

*According to infectiologists, the COVID-19 epidemic will become an endemic disease. Infectiologists estimate that some individuals in the population will be ill, and some of them will have a more severe disease course. However, they estimate that, as the population becomes more immune, the virus will circulate less vigorously in the population and have less impact on the economy and people's lives. The tourism economy has been strongly affected by the epidemic and this will continue also in the future. As there is no sign that the Coronavirus will disappear, tourists will be attracted by offers that include services to improve health and mitigate the effects of illness. This will positively impact on the growth of types of tourism that emphasise health promotion for tourists. Halotherapy tourism will undoubtedly be one of these, as it offers a combination of tourism services with halotherapy services that positively affect health. A survey among tourists on their interest in and expectations of halotherapy tourism services during the COVID-19 endemic period showed that tourists are interested in halotherapy tourism. Tourists expect professionally trained therapists, sanitary facilities and antiviral effects of the therapy.*

*Keywords: halotherapy, salt therapy, endemicity, development of halotherapy tourism*



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# **Organizacija tematskih turističnih doživetij za osebe s posebnimi potrebami**

## Povzetek

Dostopni turizem se v Sloveniji v zadnjih letih razvija in nadgrajuje. Veliko mest je pridobilo znak Občine po meri invalidov. To kaže, da se tako turistični delavci kot prebivalci vedno bolj zavedajo pomembnosti vključevanja vseh segmentov celotne družbe v turizem. V prispevku je predstavljen dostopni turizem, saj se osebe s posebnimi potrebami v okviru varstveno delovnih centrov rade udeležujejo različnih delavnic in dogodkov. Pretekle raziskave so pokazale, da si želijo več turistične ponudbe. Za pripravo čim bolj ustrezne turistične ponudbe je bila med izbranimi lokalnimi turističnimi organizacijami in varstveno delovnimi centri narejena raziskava o možnostih organizacije tematskih turističnih doživetij za osebe s posebnimi potrebami, ki bi se dogajale v Jurkloštru v občini Laško. Rezultati so pokazali, da večina oseb s posebnimi potrebami in večina prebivalcev Jurkloštra ocenjuje, da bo organizacija tematskih turističnih doživetij v Jurkloštru za osebe s posebnimi potrebami pozitivno vplivala na razvoj turizma v Jurkloštru. V prihodnosti bi bilo potrebno razširiti raziskavo o potrebah glede organizacije tematskih turističnih doživetij za osebe s posebnimi potrebami na celotno Slovenijo.

Ključne besede: dostopni turizem, tematski turizem, Laško, Jurklošter, osebe s posebnimi potrebami

## The organization of thematic tourism experiences for people with with special needs

### Abstract

*Accessible tourism in Slovenia has been developing and improving in recent years. Many towns and cities already have the Disabled-Friendly Municipality Label. This indicates that tourism professionals and residents are increasingly aware of the importance of social inclusivity in tourism. The article presents accessible tourism, as people with special needs like to participate in various workshops and events within the care and work centres framework. Past surveys have shown that they also want more tourist offers. To develop the most appropriate tourism offer, a survey was carried out among selected local tourism organizations along as well as at the care and work centers on the possibilities of organizing thematic tourism experiences for people with special needs in Jurklošter in Laško municipality. The results showed that the majority of people with special needs and the majority of the*

## Tourism

*residents of Jurklošter estimate that the organization of thematic tourist experiences in Jurklošter for people with special needs will positively impact the development of tourism in Jurklošter. In the future, it would be necessary to extend the research on the organization of thematic tourist experiences for persons with special needs to the whole of Slovenia.*

*Keywords: accessible tourism, thematic tourism, Laško, Jurklošter, persons with special needs*



# Poslovna informatika

## Business informatics

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# Konceptualne osnove ogrodja za gradnjo metod za menedžmenta poslovnih procesov

## Povzetek

Z upravljanjem poslovnih procesov v organizacijah se ukvarja disciplina menedžmenta poslovnih procesov. Gre za široko, vseobsegajoče področje, ki predstavlja most med poslovnim in informacijski vidikom organizacije. V strokovni in znanstveni literaturi je bilo v zadnji štiridesetih letih predstavljenih veliko pristopov, kako učinkovito obvladovati temeljne, podporne in upravljalvske procese organizacij, pri čemer nek splošno uporaben pristop, ki bi zanesljivo deloval v vseh primerih, ne obstaja. Organizacije tako večinoma uporabljajo lastne metode, pogosto zasnovane na trhlih temeljih z uporabo nekonsistentnih konceptov, kar poraja dvom v samo zasnovano metodo, kot tudi njihovo uporabo. Rešitev je v izgradnji celovitega, ogrodja, ki bi bil organizacijam v pomoč pri razvoju lastnih metod za menedžment poslovnih procesov. V članku so predstavljene konceptualne osnove tovrstnega ogrodja, ki temelji na konceptu komponente metode, definiranem v okviru discipline situacijskega inženiringa metod razvoja programske opreme. Koncept je nadgrajen in prilagojen disciplini menedžmenta poslovnih procesov, predstavljeni so metamodeli zunanjega in notranjega pogleda komponente metode ter vmesnika, pri čemer so vsi elementi tudi podrobno opisani. Podane konceptualne osnove podajajo dobro podlago za nadaljnji razvoj ogrodja v smislu izgradnje mehanizmov za prilagajanja metod zahtevam posameznih organizacij in projektov. In nenazadnje, metamodeli predstavljajo dobre temelje za izgradnjo programske rešitve (podatkovni del), ki bi proces izgradnje novih metod za menedžment poslovnih procesov poenotila, poenostavila in pohitrila.

**Ključne besede:** menedžment poslovnih procesov, inženiring metod, metode, metamodeliranje, ogrodja

# Conceptual foundations of the framework for business process management methods building

## Abstract

*The discipline of business process management deals with the management of business processes in organizations. It is a broad, all-encompassing field that represents a bridge between the business and information aspects of the organization. In the last forty years, many approaches have been presented in the professional and scientific literature on how to effectively manage the organizations fundamental, supporting and management processes, but there is no generally applicable approach that would work reliably in all cases. Organizations mostly use their own methods, often designed on shaky foundations using inconsistent concepts, which raises doubts about the methods design, as well as their use. The solution is in building a comprehensive framework that would help organizations develop their own methods for business process management. The article presents the conceptual foundations of the framework, which is based on the concept of method component defined within the discipline of situational method engineering of software development methods. The concept is upgraded and adapted to the discipline of business process management, metamodels of the external and internal view of the method component and the interface are presented, with all elements also described in detail. The given conceptual foundations provide a good basis for further development of the framework in terms of building mechanisms for adapting methods to the requirements of individual organizations and projects. And finally, metamodels represent a good grounding for building a software solution (it's data part) that would unify, simplify, and speed up the process of building new business process management methods.*

**Keywords:** *business process management, method engineering, methods, metamodeling, frameworks*



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# Izazovi primjene platformi za učenje na daljinu u visokoškolskim ustanovama za vrijeme pandemije COVID-19: pregled literature

## Sažetak

Cilj ovog istraživanja je pretražiti i sistematizirati literaturu o uvođenju platformi za učenje na daljinu u visokoškolskim ustanovama za vrijeme pandemije COVID-19 te analizirati izazove njihove primjene. U znanstvenoj citatnoj bazi podataka Web of Science pretraženi su članci objavljeni u razdoblju od 2020. do 2022. godine. 57 članaka koji su pronađeni prvim pretraživanjem dodatno je pretraženo prema zadanim kriterijima te je na kraju 28 članaka odabrano za daljnju analizu. Članci su analizirani pomoću NVivo programa, a rezultati analize su grupirani u dvije skupine: (1) primijenjene platforme za učenje na daljinu i (2) izazovi primjene platformi za učenje na daljinu percipirani od strane korisnika (studenta i nastavnika). Sistematizacija rezultata dobivenih analizom članaka pokazala je da je najčešće korištena platforma za učenje na daljinu u visokoškolskim ustanovama Moodle. Uočene su dvije skupine izazova primjene učenja na daljinu, dio izazova se odnosi na tehnički, a dio na nastavni kontekst primjene. Znanstveni doprinos ovog istraživanja je dvostruki: (1) omogućeno je bolje razumijevanje izazova primjene platformi za učenje na daljinu u visokoškolskim ustanovama sa posebnim naglaskom na tehnološke aspekte ograničenja njihovog korištenja i (2) dane su smjernice za buduća istraživanja u ovom području.

Ključne riječi: platforme za učenje na daljinu, visokoškolske ustanove, pandemija COVID-19, pregled literature



# Implementation challenges of e-learning platforms in higher education institutions during the COVID-19 pandemic: a literature review

## Abstract

*The aim of this research is to search and systematize the literature on the introduction of e-learning platforms in higher education institutions during the COVID-19 pandemic and to analyze the challenges of their use. In accordance with the objectives of the research, a database of bibliographic citations of multidisciplinary areas Web of Science was searched. The time period from 2020-2022 is covered. The initial search resulted in 57 articles that were additionally retrieved according to the research criteria. Finally, 28 articles were selected to be included in the review. Quantitative researches were mainly carried out, and the results were collected in the form of a questionnaire. Using NVivo software, 28 articles were analyzed and the results are grouped into two categories: (1) applied distance learning platforms and (2) challenges of applying the platforms for e-learning by users (students and teachers). Systematization of the data obtained through the analysis of the articles has shown that Moodle is the most used platform for distance learning in higher education institutions. Two categories of challenges in the application of distance learning were found and they encompass either the technical or teaching context. The scientific contribution of this research is twofold: (1) it helps to understand the disadvantages of introducing e-learning platforms in higher education institutions with a special emphasis on the technological aspects of the obstacles of their use and (2) it provides guidelines for further research in this area.*

**Keywords:** *e-learning, e-learning platforms, higher education institutions, COVID-19 pandemic, literature review*



# Varnostni menedžment

## Security management

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## **Električni skiro - prevozno sredstvo za trajnostno mobilnost ali nevarno vozilo za uporabnika?**

### **Povzetek**

Električni skiro postaja vse bolj razširjeno, uporabljeno/uporabno prevozno sredstvo. Uporaba predstavlja ekološko sprejemljiv način premagovanja razdalj v mestnih središčih in je kot takšen tudi primeren za obliko trajnostne mikromobilnosti. Prometna infrastruktura v mestnih središčih in delih naselij, kjer je uporaba tega prevoznega sredstva dovoljena, je pogosto manj ustrezna za vožnjo tovrstnega prevoznega sredstva. Tudi sama uporaba – vožnja zahteva od uporabnika kar precej spretnosti obvladovanja vozila, saj so fizikalne lastnosti vozila povsem drugačne kot pri drugih oblikah prevoznih sredstev. Težavo lahko predstavlja tudi za uporabnike prometnih površin – pešce, kolesarje. Vozilo ne oddaja nobenega zvoka, razvija relativno visoke hitrosti (do 25 km/h) v mestnih središčih in na kolesarskih stezah, kar je za souporabnike teh površin moteče, nevarno. Vse pogosteje prihaja do prometnih nesreč, tudi z najhujšimi posledicami. V članku so predstavljene ugotovitve več kot polletnega preventivnega dela interdisciplinarne skupine v projektu »Poletje bo, zato z glavo na e-skiro!«. Predstavljeni so rezultati dveh med seboj neodvisnih anket, ki v veliki meri pritrjujejo mnenju izvajalcev preventivnih aktivnosti, da je uporaba e-skiroja lahko nevarna, v kolikor so uporabniki neodgovorni. Prav tako so anketiranci sami izpostavljali določene nedoslednosti trenutne zakonodaje in sami predlagali določne spremembe in/ali dopolnitve zakonodaje. V zaključku so posredovani konkretni predlogi kaj in na kakšen način bi bilo smiselno dopolniti oziroma spremeniti obstoječo zakonodajo, ki ureja področje uporabe e-skirojev. S prispevkom želimo poudariti, da uporaba električnega skiroja za odgovornega uporabnika in ostale udeležence v cestnem prometu ni nevarna in je sprejemljiva. Lahko pa predstavlja veliko nevarnost za uporabnika in/ali druge udeležence, če voznik električnega skiroja ne upošteva (ne pozna) vseh dejavnikov, ki vplivajo na njegovo udeležbo v cestnem prometu.

Ključne besede: električni skiro (e-skiro), prometna varnost, trajnostna mobilnost, varna uporaba prevoznega sredstva

## Electric scooter - means of transport for sustainable mobility or a dangerous vehicle for the user?

### Abstract

*The electric scooter is becoming an increasingly widespread, used/useful means of transport. The use represents an ecologically acceptable way of overcoming distances in city centers and as such is also suitable for a form of sustainable micromobility. The transport infrastructure in city centers and parts of settlements, where the use of this means of transport is permitted, is often less suitable for driving this type of means of transport. Even the use itself – driving requires quite a lot of vehicle control skills from the user, as the physical characteristics of the vehicle are completely different from other forms of transport. It can also be a problem for users of traffic areas - pedestrians, cyclists. The vehicle does not emit any sound it develops relatively high speeds (up to 25 km/h) in city centers and on bicycle paths, which is disturbing and dangerous for co-users of these areas. Traffic accidents are happening more and more often, even with the most serious consequences. The article presents the findings of more than half a year of preventive work by an interdisciplinary group in the project "Summer will be here, so get your head on the e-scooter!" The results of two mutually independent surveys are presented, which to a large extent confirm the opinion of the providers of preventive activities that the use of e-scooter can be dangerous if the users are irresponsible. The respondents themselves also pointed out certain inconsistencies in the current legislation and proposed specific changes and/or additions to the legislation themselves. In the conclusion, concrete proposals are provided on what and in what way it would be reasonable to supplement or change the existing legislation that regulates the field of use of e-scooters. With this contribution, we would like to emphasize that the use of electric scooters is not dangerous and acceptable for responsible users and other road users. However, it can pose a great danger to the user and/or other participants if the driver of the electric scooter does not take into account (does not know) all the factors that affect his participation in road traffic.*

*Keywords: electric scooter (e-scooter), traffic safety, sustainable mobility, safe use of the means of transport*



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## **Slovenska naravna zdravilišča in korporativna varnost**

### **Povzetek**

Turizem je del globalnega varnostnega prostora. V zadnjih nekaj letih na razvoj turizma vpliva tudi razumevanje varnosti, kot jo zaznajo turisti in zaposleni na področju turizma. Nemiri in negotovosti v svetu oblikujejo turista, ki zahteva odzive držav, regij in turističnih objektov v različnih dimenzijah, na primer varnostni, kulturni in ekonomski. Turist vse bolj zahteva in pričakuje turistične storitve na višji ravni, kar ponudniki turističnih storitev zaznajo kot potisk v smeri drugačnega upravljanja turističnih objektov in izvajanja storitev. Eden izmed novejših modelov upravljanja je korporativno upravljanje, ki ga zaznamo tudi v slovenskih zdraviliščih. Raziskovalni problem te raziskave je korporativna varnost v zdraviliščih, ki je drugačna kot v hotelih in drugih turističnih objektih. V raziskavi zato proučujemo perspektivo ključnih deležnikov, ki zagotavljajo korporativno varnost zdravilišč, ter dimenzijo gostov in zaposlenih, ki s svojimi ravnanji in stališči oblikujejo potrebe po korporativni varnosti v zdraviliščih. Empirični del raziskave je razdeljen na kvalitativni in kvantitativni del. Kvalitativni del temelji na namenskem vzorcu najboljših poznavalcev področja varnosti v zdraviliščih. Podatke smo zbrali s polstrukturiranimi intervjuji in jih analizirali z metodo analize vsebine. Kvantitativni del je anketna raziskava, v kateri je v priložnostnem vzorcu sodelovalo 342 gostov in 268 zaposlenih. Podatke smo zbrali z anketnim vprašalnikom in jih analizirali s statističnimi metodami. Na osnovi skrbnega in kritičnega pregleda literature in virov, analize podatkov ter lastne prakse smo razvili konceptualni model korporativne varnosti v zdraviliščih, s čimer smo dosegli namen raziskave. Ta bo v zakladnico znanja prispevala izviren konceptualni model korporativne varnosti v zdraviliščih, ki ga bo mogoče teoretično in empirično preverjati.

Ključne besede: korporativna varnost, slovenska naravna zdravilišča, gost, turist, hotel, destinacija, organizacijska kultura, varnostna kultura

## Slovenian health resorts and corporate security

### Abstract

*Tourism is a part of the global security environment. The understanding of security, as perceived by both tourists and tourism service providers, has significantly affected the development of tourism in recent years. Riots and uncertainty in the world have shaped 'the tourist', who requires countries, regions and tourist facilities to act in various dimensions such as security, culture and economics. »The tourist« increasingly demands and expects higher-level tourism services, which is perceived by the providers of tourist services as an effort towards different management of tourist facilities and services. One of the more recent management models is corporate management, which has been present in Slovenian thermal spas as well. The research problem is focused on what is corporate security in health resorts, since it is different from that in hotels and other tourist facilities. I have therefore examined the perspective of the key stakeholders who ensure corporate security in health resorts and the dimension of guests and employees who, through their actions and attitudes, shape the requirements for corporate security in health resorts. The empirical part of the research is divided into qualitative and quantitative parts. The qualitative part is based on a purposive sample of the leading experts in the field of security in health resorts. The data have been collected through semi-structured interviews and analyzed using the content analysis method. The quantitative part is based on a survey results. 342 guests and 268 employees – opportunity sample, were included in the survey. The data have been collected with a questionnaire and analyzed using statistical methods. Based upon a careful and critical review of the literature and sources, the data analysis, and author's own practices, we have developed a conceptual theoretical model of corporate security in health resorts, thus achieving the purpose of the research. This research will contribute to the body of knowledge with the original theoretical model of corporate security in health resorts, which will be theoretically and empirically verifiable in further research*

**Keywords:** *corporate security, Slovenian natural health resorts, guest, tourist, hotel, destination, organizational culture, safety culture*



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## **Zakaj je politična korupcija najnevarnejša oblika korupcije**

### **Povzetek**

Politična korupcija je slabo raziskana oblika korupcije, saj jo raziskovalci pogosto mešajo ali enačijo z administrativno korupcijo. Če gre pri administrativni korupciji za korupcijo v javni upravi in je le-ta vezana za uradnike, pa gre pri politični korupciji za vsako neracionalno in neupravičeno porabo ali zlorabo javnega denarja in/ali zlorabo javnih pooblastil in/ali zavestno kršitvijo zakonodaje, z namenom, zagotoviti si, doseči ali obdržati politično moč ali vpliv ali samo osebno korist, s strani voljenega ali politično imenovanega funkcionarja (pri čemer se strogo ločijo tudi politični funkcionarji od kariernih uradnikov). Njene najpogostejše oblike so: klientelizem, nepotizem, kronizem in populizem. Ob teh oblikah pa se politična korupcija kaže še skozi cel kup drugih oblik in dejanj (ki so značilna tudi za druge vrste korupcije), ki jih politiki uporabljajo za doseg svojih ciljev, kot so npr. razni politični pritiski, izsiljevanja, grožnje... pa tudi podkupovanje in goljufije. Politična korupcija v osnovi sama po sebi v glavnem ni kaznivo dejanje, je pa pogosto moralno in etično sporna. In zakaj je politična korupcija najbolj nevarna oblika korupcije, četudi v prvi fazi še ni nezakonita oziroma še ni izvedena v obliki kaznivih dejanj? Zato, ker je razkorak med politično korupcijo, ki je še »zakonita« (ni pa moralna) in politično korupcijo, ki je kazniva, relativno mali, ter zato, ker je generator ostalih oblik korupcije. Pri

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politični korupciji gre za »začarano« spiralo, kjer legalne (vendar moralno sporne) oblike korupcije prehajajo v nelegalno obliko korupcije. In če se ta spirala ne prekine lahko v končni fazi pride do zajetja države (state captur). Zgledi pa vlečejo in kjer je prisotna politična korupcija tudi ni politične volje za obračunavanje z ostalimi vrstami korupcije, zato cvetijo tudi vse ostale vrste korupcije, korupcija v javni upravi, korupcija v zdravstvu, korupcija v šolstvu ipd.

Ključne besede: korupcija, politična korupcija, nevarnost, oblike politične korupcije, generator korupcije

# Why is political corruption the most dangerous form of corruption

## Abstract

*Political corruption is a poorly researched form of corruption, as its often confused or even equated with administrative corruption. If administrative corruption refers to corruption in the public administration and is linked to its users, political corruption refers to any irrational and unjustified spending or misuse of public money, abuse of public authority or deliberate violation of the legislation. Such acts are committed for the purpose of securing, achieving or retaining political power or influence, or just personal gain, by a beloved or politically appointed official (where political officials are also strictly distinguished from career officials). Its most common forms are clientelism, nepotism, cronyism and populism. In addition to these forms, political corruption also manifests itself through a whole bunch of other forms and actions (which are also typical of other types of corruption) - political pressures, extortion, threats, as well as bribery and fraud. Political corruption is not a criminal act in itself, but it is (usually) morally and ethically questionable. Why is political corruption the most dangerous form of corruption, even if it is not (yet) illegal in the first stage or has not (yet) been carried out in the form of criminal acts? Firstly, the gap between political corruption, which is still legal (but not moral) and political criminal corruption, is relatively small. Secondly, political corruption can be a generator of other forms of corruption. Political corruption is a vicious spiral, where legal (but morally questionable) forms of corruption turn into illegal forms of corruption. If this spiral is not broken, state capture may eventually occur. Examples usually show that the existence of political corruption simultaneously exists with a lack of political will to deal with other types of corruption (corruption in*



*public administration, corruption in healthcare, corruption in education and others) – making them flourish more.*

*Keywords: corruption, political corruption, danger, forms of political corruption, generator of corruption*



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## Cyber attacks management framework

### Abstract

*As a result of the emerging situation caused by the covid pandemic, many sectors suffered drastic losses due to supply chain disruptions or closures. Still, the information, communication and technologies (ICTs) industry is growing steadily. In the long run, the new situation impeded the further rise of communication processes. Social distancing measures have resulted in the accelerated digitalisation of all economy parts. Broadband services record a positive growth rate attributed to the increased work from home. Digitalisation is expected to drive innovation and provide a future with greater and better opportunities for all.*

*This paper aims to present human resource management through developing innovative solutions for combating unwanted actions and crime in the digital world. Cyber threats are on the rise globally, and different types of attacks in cyberspace are becoming more sophisticated and complex and affecting our daily lives and businesses. Various malicious programs, computer fraud, misuse of personal and financial data, and misuse of social media*

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*are just some of them. Today we live in the “new normal” when online services are intensified, and the use of emails as a means of communication has become the standard in business. The research is based on an overview of cyber security research, its management, and the use of ICTs. Human resource management’s practical side was used to analyse the topic’s temporal aspects and impact on future development.*

*Keywords: human resources, IT sector, digital business, viral world, cyber security, cyber fraud*

