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CONTENTS

THE ANALYSIS OF TRAVEL AND TOURISM COMPETITIVENESS OF BOSNIA AND HERZEGOVINA <i>Vanja Šušnjar Čanković.....</i>	8
MANAGEMENT OF MICROFINANCE AND MICROINSURANCE <i>Zoran Kalinić; Slobodan S. Župljanin; Želko Kovačević.....</i>	38
SUPPORT POLICIES FOR THE DEVELOPMENT OF SMALL AND MEDIUM ENTERPRISES IN EUROPEAN UNION <i>Saša Čekrljija; Armin Kovači</i>	66
COMPARISON OF BANK SUCCESS IN BOSNIA AND HERZEGOVINA AND COUNTRIES IN THE REGION IN 2012. <i>Zorana Agić.....</i>	86
STANDARD AND CRITERIA OF EVALUATION OF STUDENTS' KNOWLEDGE IN ENGLISH LANGUAGE ON NON CORE FACULTY <i>Vesna Đurović</i>	112

SADRŽAJ

ANALIZA KONKURENTSKOG POLOŽAJA BOSNE I HERCEGOVINE KAO TURISTIČKE DESTINACIJE <i>Vanja Šušnjar Čanković.....</i>	9
UPRAVLJANJE MIKROFINANSIJAMA I MIKROOSIGURANJEM <i>Zoran Kalinić; Slobodan S. Župljanin; Željko Kovačević.....</i>	39
POLITIKE POTICANJA RAZVOJA MALIH I SREDNJIH PREDUZEĆA U EUROPSKOJ UNIJI <i>Saša Čekrlja; Armin Kovači</i>	67
POREĐENJE USPJEŠNOSTI POSLOVANJA BANAKA U BOSNI I HERCEGOVINI I ZEMLJAMA REGIONA U 2012. GODINI <i>Zorana Agić.....</i>	87
STANDARDI I KRITERIJUMI VREDNOVANJA ZNANJA STUDENATA IZ ENGLESKOG JEZIKA NA NEMATIČNOM FAKULTETU <i>Vesna Đurović</i>	113

THE ANALYSIS OF TRAVEL AND TOURISM COMPETITIVENESS OF BOSNIA AND HERZEGOVINA

Vanja Šušnjar Čanković¹

Abstract

Considering the average annual growth rates recorded in the second half of the last century, tourism represents the industry that generates a permanent growth. The importance of tourism is reflected in its close links with a number of activities, such as transport, culture, health, politics. However, many policy makers do not take seriously recommendations of various scholars, experts and international institutions dealing with tourism, by which tourism nowadays has become an engine for economic growth and development, as well as job creation. The competitive position of Bosnia and Herzegovina as a tourism destination remains far below its potentials due to different challenges that limit the performance of BaH tourism. The successful tourism development strategy in BaH must create a unique and attractive image of BaH as a tourism destination and initiate a systematic approach to branding not only the targeted tourism destinations but the entire tourism.

Key words: travel and tourism competitiveness, comparative advantage, tourism destination

INTRODUCTION

In a relatively short period of time, tourism has become a global phenomenon, and according to the number of participants, it is undoubtedly the most widespread phenomenon in international relations. Furthermore, tourism is one of the most important components of international trade. By the analytical interpretation of returns in the international tourism, the tourism industry ranks third, immediately after the oil and chemical industries. The tourism of Bosnia and Herzegovina is at the very low level of development; it is necessary to create the tourism development strategy at the state level in order to transform the comparative advantages into the competitive advantages, and at the same time to create a proper image and brand of BaH as a recognizable tourism destination.

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ANALIZA KONKURENTSKOG POLOŽAJA BOSNE I HERCEGOVINE KAO TURISTIČKE DESTINACIJE

Vanja Šušnjar Čanković¹

Sažetak

Imajući u vidu prosječne godišnje stope rasta koje bilježi u drugoj polovini prošlog vijeka, turizam predstavlja privrednu granu koja ostvaruje stalni rast. Značaj turizma ogleda se i u njegovoj bliskoj povezanosti sa nizom djelatnostima, kao što su saobraćaj, kultura, zdravstvo, politika. Međutim, mnogi kreatori politika ne shvataju ozbiljno preporuke različitih teoretičara, stručnjaka i međunarodnih institucija koje se bave turizmom, prema kojima je turizam danas postao pokretač ekonomskog rasta i razvoja, te stvaranja novih radnih mjestra. Konkurentski položaj Bosne i Hercegovine kao turističke destinacije ostaje daleko ispod potencijala zbog različitih izazova koji ograničavaju učinkan bosanskohercegovačkog turizma. Uspješna strategija razvoja turizma u BiH mora izgraditi jedinstven i atraktivan imidž, te sistemski pristupiti brenđiranju kako ciljnih turističkih destinacija, tako i cjelokupnog turizma.

Ključne riječi: konkurentnost putovanja i turizma, komparativna prednost, turistička destinacija

UVOD

Turizam je u relativno kratkom periodu postao globalni fenomen, a sudeći po broju učesnika, nesumnjivo najmasovnija pojava u svjetskim relacijama. Nadalje, turizam je jedna od najvažnijih komponenti međunarodne trgovine. Analitička obrada zarade od međunarodnog turizma, turističku industriju svrstava na treće mjesto u svijetu, iza naftne i hemijske industrije. Kada je u pitanju turizam Bosne i Hercegovine mora se konstatovati da je njegova razvijenost na veoma niskom nivou, te da je neophodno izraditi strategiju razvoja turizma na državnom nivou u cilju pretvaranja komparativnih u konkurenntske prednosti, uz istovremeno kreiranje adekvatnog imidža i brenđiranje BiH kao prepoznatljive turističke destinacije.

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CONCEPT OF COMPETITIVENESS

Competitiveness has become one of the most important areas of modern economic thought, which is based on ideas developed by classical economists. The term “international competitiveness of the country” is relatively new. When determining competitiveness, it is not the absolute performance of the country that matters, but its relative performance, i. e. how (un)successful it is compared to other countries. The term (relative performance of the country) implies development of public-private partnership in order to promote economic growth and exports. Basically, it has two meanings. The first relates to the well-being of the country, that is the quality of life of its citizens, usually measured by gross domestic product per capita, and second indicates the trade performance of the country².

While at the microeconomic level there is no dilemma about the methodology of measuring competitiveness, at the macro level there are different, almost opposite, attitudes towards the measurement of competitiveness among countries. Some analysts, such as Paul Krugman, argue that the notion of competitiveness is not applicable at the level of economies, only at the level of companies. He advocates that countries do not compete with each other the way corporations do and he refers to competitiveness as a “dangerous obsession”. With his “diamond model”, the most influential authority on modern company strategy and competitiveness, Michael Porter points out that countries that cannot find a clear distinction between comparative advantages and competitive advantages are losers in global economy. *“It is not what industries a nation competes in that matters for prosperity, but how it competes in those industries”*³. It should be recalled that competition is not an end in itself, but a means to achieve improved standard of living, quality of life and environmental sustainability. High and rising standard of living, therefore, is a key measure of the success of national competitiveness.

What makes a tourism destination truly competitive is its ability to increasingly attract visitors while providing them with satisfying, memorable experiences, and to do so in a profitable way, while enhancing the well-being of destination residents and preserving the natural capital of the destination for future generations. This implies *“increasing tourism expenditure and profits of service providers, but does not necessarily mean an increase in the number of tourist arrivals and overnight stays, but increasing the quality of an offer to the acceptable number of tourists, while providing environmental,*

² Economic Commission for Europe, *Economic Survey of Europe No. 2.*, United Nations, New York and Geneva, 2004, p. 57.

³ Porter, M., *Regional Competitiveness in Global Economy*, The Brookings Institution, Washington, 2008.

KONCEPT KONKURENTSKE PREDNOSTI

Konkurentnost za relativno kratko vrijeme postaje jedno od najznačajnijih područja savremene ekonomске misli počivajući na idejama koje su razvijali još klasični ekonomisti. Pojam „internacionalne konkurentnosti zemlje“ je relativno nov. Pri utvrđivanju konkurentnosti nije važna absolutna nego relativna performansa zemlje, tj. koliko je (ne)uspješna u odnosu na druge zemlje. Pojam (relativna performansa zemlje) označava razvoj partnerstva javnog i privatnog sektora radi promovisanja ekonomskog razvoja i izvoza. U osnovi ima dva značenja. Prvo se odnosi na blagostanje zemlje, odnosno kvalitet života njenih građana, uobičajeno mjerjen bruto domaćim proizvodom per capita, a drugo na trgovinske performanse zemlje².

I dok na mikroekonomskom nivou ne postoji dilema o metodologiji mjerjenja konkurentnosti, na makronivou postoje različiti, skoro oprečni, stavovi o mjerenu konkurentnosti među pojedinim zemljama. Pojedini analitičari, kao što je Pol Krugman, zastupaju stav da konkurentnost nije pojam koji je primjenjiv na nivou cijelokupnih privreda, nego samo na nivou preduzeća. On tvrdi da se zemlje ne mogu takmičiti kao što se takmiče preduzeća i konkurentnost naziva „opasnom opsesijom“. Svojim sistemskim modelom poznatijim pod nazivom „dijamant konkurentnosti“, najuticajniji autor literature o modernoj poslovnoj strategiji i konkurentnosti, Majkl Porter naglašava da su zemlje koje ne mogu naći jasnou distinkciju između komparativnih prednosti i konkurentskih prednosti gubitnici u globalnoj ekonomiji. „Takođe, u konkurentskoj borbi za nacionalni prosperitet manje je važno u kojoj se grani neka nacija takmiči, već je daleko važnije na koji način ona konkuriše“³. Treba podsjetiti da konkurentnost nije sama sebi cilj, već sredstvo postizanja poboljšanja životnog standarda, kvaliteta života i održivosti okoline. Visok i rastući životni standard je, dakle, ključna mjera uspjeha nacionalne konkurentnosti.

Pod konkurentnošću turističke destinacije podrazumijevamo njenu sposobnost da obezbjeđuje bolja iskustva za posjetioce uz poboljšanje blagostanja lokalnog stanovništva i očuvanje prirodnih i kulturnih resursa za buduće generacije. Navedeno podrazumijeva „povećanje turističke potrošnje i profita davalaca usluga, ali ne mora da znači i povećanje broja dolazaka i noćenja, već povećanje kvaliteta ponude za prihvatljiv broj turista, uz obezbeđenje ekološke, socio-kultурне i ekonomski održivosti turističke destinacije“⁴.

2 Economic Commission for Europe, *Economic Survey of Europe No. 2.*, United Nations, New York and Geneva, 2004, str. 57.

3 Porter, M., *Regional Competitiveness in Global Economy*, The Brookings Institution, Washington, 2008.

4 Jegdić, V., Cvijanović, S. i Sajfert, D., „Optimalni model upravljanja turističkom destinacijom“, *Industrija*, Vol. 38, br. 3, 2010, str. 121 – 138.

*socio-cultural and economic sustainability of tourism destination*⁴. Tourism destination competitiveness explicitly indicates the level of socio-economic development of the tourism destination with the special emphasis on the quality of life. Therefore, competition among tourism destinations is but one manifestation of the broader phenomenon of the new economic competition in the XXI century⁵.

Addressing the issue of tourism destination competitiveness is based on the fact that the experience gained by tourists in a tourism destination is a fundamental product in tourism. The aim of the tourist travel for each participant is achieving the desired or expected experience. In this way, the travel represents a tool, an “event” that is attractive itself⁶. It is a dilemma whether the tourist experience makes a sum of positive and negative emotions triggered by certain events during the travel or is it a new quality of satisfaction, i. e. feelings that regenerate a person in a physical and spiritual sense⁷. In any case, the tourist experience is individual, which makes any kind of generalization of its important features very difficult. Having in mind that experiences gained in the tourism destination are the key products in the tourism industry, the competition in tourism is primarily focused on the tourism destination. The competition exists, of course, among the products of certain companies in the tourism industry (such as tour operators, hotels, transportation and other travel services), but this kind of competition arises from and is dependent on the choices made by tourists in comparison to alternative tourism destinations.

COMPARATIVE ADVANTAGE OF TOURISM DESTINATION

Sustaining tourism destination competitiveness requires a systematic examination of the uniqueness of comparative advantage which provides a special long-term attractiveness in selected market segments⁸. According to the theory of comparative advantage, the differences among countries in relation to the wealth of factors of production cause specialization that leads to the need for trade and exchange. Comparative advantage is based on the

⁴ Jegdić, V., Cvijanović, S. i Sajfert, D., „Optimalni model upravljanja turističkom destinacijom”, *Industrija*, Vol. 38, br. 3, 2010, p. 121 – 138.

⁵ Asch, D., Wolfe, B., *New Economy – New Competition: the Rise of the Customer*, St. Martin’s Press/Palgrave, New York, 2001.

⁶ Popesku, J., *Menadžment turističke destinacije*, Univerzitet Singidunum, Beograd, 2011, p. 63.

⁷ Rabotić, B., *Turističko vođenje u savremenom turizmu*, doktorska disertacija, Univerzitet Singidunum, Beograd, 2009, p. 33.

⁸ Hasan, S., “Determinants of Market Competitiveness in an environmentally Sustainable Tourism Industry”, *Journal of Travel Research*, February 2000, p. 240.

Konkurentska sposobnost turističke destinacije na eksplicitan način ukazuje na nivo društveno-ekonomskog razvoja turističke destinacije s posebnim osvrtom na kvalitet života. Stoga se konkurenca između turističkih destinacija smatra jednim od oblika ispoljavanja šireg fenomena – nove ekonomske konkurenčije u XXI vijeku⁵.

Razmatranje pitanja konkurentnosti turističke destinacije počiva na činjenici da je doživljaj, odnosno iskustvo koje turista stiče u turističkoj destinaciji fundamentalan proizvod u turizmu. Cilj turističkog putovanja za svakog učesnika jeste ostvarenje željenog ili očekivanog doživljaja i iskustva. Time putovanje predstavlja sredstvo, „događaj“ koji je sam po sebi privlačan⁶. Posebna je dilema da li turistički doživljaj čini samo zbir pozitivnih i negativnih emocija koje su kod turiste izazvali pojedini događaji na putovanju ili je u pitanju jedan novi kvalitet zadovoljstva, tj. osjećanja koje osobu regeneriše u fizičkom i duhovnom pogledu⁷. U svakom slučaju, turistički doživljaj je individualan što otežava bilo koju vrstu uopštavanja njegovih bitnih odrednica. Polazeći od činjenice da doživljaji stečeni u turističkoj destinaciji predstavljaju ključni proizvod u turizmu, konkurenca u turizmu se prvenstveno usredsređuje na turističku destinaciju. Konkurenca postoji, naravno, i između proizvoda pojedinih preduzeća u oblasti turizma (organizatora putovanja, hotela, transporta i ostalih turističkih usluga), ali ova vrsta konkurenčije proizlazi iz i zavisna je od izbora koji čine turisti u odnosu na alternativne turističke destinacije.

KOMPARATIVNA PREDNOST TURISTIČKE DESTINACIJE

Održavanje konkurentnosti turističke destinacije zahtijeva sistematsko ispitivanje jedinstvenosti komparativne prednosti koja obezbjeđuje posebnu dugoročnu privlačnost kod odabranih tržišnih segmenata⁸. Prema teoriji komparativnih prednosti, razlike između pojedinih zemalja u odnosu na bogatstvo faktorima proizvodnje uzrokuju specijalizaciju koja dovodi do potrebe za trgovinom odnosno razmjenom. Komparativna prednost se zasniva na bogatstvu faktorima proizvodnje. Oni se uobičajeno grupišu u pet osnovnih grupa: ljudski potencijali, prirodni resursi, znanje, kapital i infra-

5 Asch, D., Wolfe, B., *New Economy – New Competition: the Rise of the Customer*, St. Martin's Press/Palgrave, New York, 2001.

6 Popesku, J., *Menadžment turističke destinacije*, Univerzitet Singidunum, Beograd, 2011, str. 63.

7 Rabotić, B., *Turističko vođenje u savremenom turizmu*, doktorska disertacija, Univerzitet Singidunum, Beograd, 2009, str. 33.

8 Hasan, S., “Determinants of Market Competitiveness in an Environmentally Sustainable Tourism Industry”, *Journal of Travel Research*, February 2000, str. 240.

richness of the factors of production. They are usually grouped into five main groups: human resources, natural resources, knowledge, capital and infrastructure⁹. In the case of tourism and tourism destination, it is necessary to add historical and cultural resources, as a separate category, and expand the category of infrastructure so that includes the tourism suprastructure¹⁰.

The quantity, quality and costs of human resources are crucial for achieving destination competitiveness. The development of tourism in the destination depends largely on the available tourism resources, but for the development of tourism it is vital that there is a critical mass of people who have knowledge in order to valorize those resources. Knowledge resources, i. e. know-how, which lacks especially in developing countries, can be added to human resources. Furthermore, a destination with preserved natural resources has a basic prerequisite for tourism development. The uniqueness and diversity of natural resources such as mountains, lakes, canyons, as well as the accessibility of these resources for tourists are the main reasons for choosing a tourism destination. Moreover, climate, geographic position in relation to major source markets and the size of a destination also determine the wealth of a destination, but their impact depends on specific demands (for example, destinations closer to source markets have the advantage of being easily accessible, but, at the same time, a destination distant from the sources of demand can benefit from its more unique and conserved natural resources). Empirical results show that the wealth of natural resources significantly increases the comparative advantage of a tourism destination as capital and labor is not an additional positive or negative factor in shaping comparative advantage destinations¹¹.

Furthermore, the size of investment is one of the prerequisites for the development of tourism suprastructure. Capital investment depends on the willingness of investors to invest funds, i.e. from his security and belief in the profitability of investment and return on invested capital. Capital can be invested by large companies or by small and medium-sized enterprises, mostly family businesses that dominate the tourism and hospitality industry worldwide. As of the infrastructure, it includes secondary/additional facilities, equipment, systems, processes and resources necessary for the existence of every destination. Those are information facilities, roads, airports and the like that make a tourism destination accessible to tourists. Then, there are the health care system, repair services, public services (police, fire

9 Porter, M., *The Competitive Advantage of Nations*, Free Press, New York, 1990, p. 74 – 75.

10 Ritchie, B. and Crouch, G., *The Competitive Destination – A Sustainable Tourism Perspective*, CABI Publishing, Wallingford, 2003, p. 20.

11 Toit, L. et al., “The sources of comparative advantage in tourism”, *Stellenbosch Economic Working Papers*, No. 01, 2010, p. 12.

struktura⁹. U slučaju turizma, odnosno turističkih destinacija, potrebno je dodati istorijske i kulturne resurse, kao posebnu kategoriju, i proširiti kategoriju infrastrukture kako bi uključila i suprastrukturu¹⁰.

Kvantitet, kvalitet i troškovi ljudskih potencijala od ključnog su značaja za postizanje konkurentnosti destinacije. Razvoj turizma u destinaciji zaviši u velikoj mjeri od raspoloživih turističkih resursa, ali za razvoj turizma je bitno da postoji kritična masa ljudi koji posjeduju znanja za valorizaciju tih resursa. Ljudskim potencijalima se mogu dodati i resursi znanja odnosno know-how, koji posebno nedostaje zemljama u razvoju. Zatim, destinacija koja posjeduje kvalitetne i očuvane prirodne resurse posjeduje osnovni preduslov za razvoj turizma. Jedinstvenost i raznolikost prirodnih bogatstava kao što su planine, jezera, kanjoni, ali i pristupačnost tih resursa za turiste predstavljaju osnovne razloge za izbor turističkih destinacija. Klima, položaj u odnosu na važna emitivna tržišta i veličina destinacije takođe čine bogatstvo destinacije, ali njihov uticaj zavisi od specifičnosti tražnje (npr. destinacije koje su bliže emitivnim tržištima imaju prednosti jer su lakše dostupne, ali, isto tako, u prednosti može biti destinacija koja je udaljenija od izvora tražnje jer ima očuvanja i jedinstvenija prirodna bogatstva). Empirijski rezultati pokazuju da bogatstvo prirodnih resursa bitno povećava komparativnu prednost turističke destinacije dok kapital i radna snaga ne predstavljaju dodatni pozitivni ili negativni faktor u uobličavanju komparativne prednosti destinacije¹¹.

Nadalje, količina ulaganja je jedan od preduslova za razvoj turističke suprastrukture. Ulaganje kapitala zavisi od spremnosti investitora da uloži finansijska sredstva, odnosno od njegove sigurnosti i vjerovanja u isplativost ulaganja i povrat uloženog kapitala. Kapital mogu ulagati velike kompanije, ali i mala i srednja preduzeća, najčešće porodična, karakteristična za turističku djelatnost. Infrastruktura podrazumijeva sporedne/dopunske kapacitete, opremu, sisteme i procese i sredstva neophodna za egzistenciju svake destinacije. Tu su, na prvom, mjestu komunikativni faktori, putevi, aerodromi i slično, koji turističku destinaciju čine dostupnom turistima. Zatim tu spadaju i sistem zdravstvene zaštite, servisne usluge, javne službe (policija, vatrogasna služba). Za kvalitetnu infrastrukturu su najčešće odgovorni država i javna preduzeća. S druge strane, suprastruktura¹² predstavlja

9 Porter, M., *The Competitive Advantage of Nations*, Free Press, New York, 1990, str. 74 – 75.

10 Ritchie, B. and Crouch, G., *The Competitive Destination – A Sustainable Tourism Perspective*, CABI Publishing, Wallingford, 2003, str. 20.

11 Toit, L. et al., "The sources of comparative advantage in tourism", *Stellenbosch Economic Working Papers*, No. 01, 2010, str. 12.

12 Član 3. Zakona o turizmu („Službeni glasnik RS”, br. 36/2009, 88/2010, 99/2011, dr. zakon i 93/2012) definiše turističku suprastrukturu kao ugostiteljske objekte i galerije, izložbene, kongresne i zabavne objekte koji su u neposrednoj vezi sa ugostiteljskim objektima i objektima

department). The state and public enterprises are usually responsible for the quality of infrastructure. On the other hand, the suprastructure¹² represents capacities that rely on the infrastructure and they are mainly built to support tourism. Their primary purpose is to accept and meet the needs and desires of tourists (hotels, campsites, restaurants, theme parks, sports fields). When it comes to cultural and historical resources, they can occur in the physical form (archaeological sites, monuments, architecture, works of art, museums) as well as in the form of intangible heritage including: tradition, language, customs, music, lifestyle, social values, hospitality, etc. The role of national institutions in the promotion and preservation of these resources is huge and it is reflected particularly in the financial and institutional support.

In order to achieve its competitive advantage, the tourism destination must preserve resources (both renewable and non-renewable). For this purpose, it can use strategies that are based on human resources education and development, protection of natural heritage, knowledge transfer but also the creation of local sources of knowledge, investments and capital growth, the construction and maintenance of infrastructure and tourism suprastructure, as well as fostering and the preservation of historical and cultural heritage. The main difference between comparative and competitive advantages of tourism destinations is that the comparative advantage refers to the resources available at the destination, while the competitive advantage is expressed in the ability of a destination to use its resources effectively and efficiently over a long period of time, and to attract tourists so that it increases prosperity and general welfare of the destination. Bearing in mind the mentioned differences, it is possible to have a situation in which a tourist destination with less quality resources achieves better results in the tourism market. Such a situation may arise from the fact that one destination can compensate the lack of natural, cultural and historical resources with knowledge, capital or the level of infrastructure and suprastructure development. A tourism destination decides how it will use its comparative advantages through striving to achieve competitive advantages. In other words, a tourism destination chooses ways to allocate and use its wealth of factors of production.

¹² Article 3 of the Law on Tourism ("Official Gazette of RS", no. 36/2009, 88/2010, 99/2011, other law and 93/2012) defines tourism suprastructure as restaurants and galleries, exhibition, convention and entertainment facilities which are directly related to the restaurants and sports and recreation facilities or, together with them, make a complex.

kapacitete koji se oslanjaju na infrastrukturu i uglavnom su to izgrađena sredstva koja postoje upravo zbog turističke djelatnosti. Njihova primarna svrha je prihvat i zadovoljenje potreba i želja turista (hoteli, kampovi, restorani, tematski parkovi, sportski tereni). Kada je riječ o kulturno-istorijskim resursima, oni se mogu javljati u fizičkom obliku (arheološka nalazišta, spomenici kulture, arhitektura, umjetnički radovi, muzeji) kao i u obliku neopipljivog nasljeđa koje obuhvata: tradiciju, jezik, običaje, muziku, stil života, društvene vrijednosti, gostoprимstvo, itd. Uloga državnih institucija na unapređenju i očuvanju ovih resursa je velika i ogleda se naročito u finansijskoj i institucionalnoj podršci.

Za turističku destinaciju je važno da očuva resurse (i obnovljive i neobnovljive) na kojima može izgraditi konkurentsku poziciju. U tom cilju koriste se strategije koje se zasnivaju na obrazovanju ljudskih potencijala, zaštiti prirodnog nasljeđa, proširivanju znanja i stvaranju domaćih izvora znanja, investicijama i rastu kapitala, izgradnji i održavanju infrastrukture i turističke suprastrukture, kao i njegovanju i očuvanju istorijskog i kulturnog nasljeđa. Osnovna razlika između komparativne i konkurentске prednosti turističke destinacije je u tome što se komparativna prednost odnosi na raspoložive resurse u destinaciji, dok se konkurentска prednost izražava u sposobnosti destinacije da tokom dužeg razdoblja efikasno i efektivno koristi svoje resurse, odnosno da privlači turiste tako da povećava prosperitet i opšte blagostanje destinacije. Imajući u vidu navedenu razliku, moguća je situacija u kojoj turistička destinacija koja posjeduje manje kvalitetne resurse postiže bolje rezultate na turističkom tržištu. Takva situacija može proizići iz činjenice da jedna destinacija može nadoknaditi manjak prirodnih, kulturnih ili istorijskih resursa znanjem, kapitalom ili nivoom razvoja infrastrukture i suprastrukture. Kroz težnju za postizanjem konkurentске prednosti turistička destinacija se odlučuje na koji će način iskoristiti svoje komparativne prednosti. Drugim riječima, turistička destinacija bira način na koji će angažovati i iskoristiti raspoloživo bogatstvo svojih faktora proizvodnje.

INDIKATORI KONKURENTNOSTI TURISTIČKE DESTINACIJE

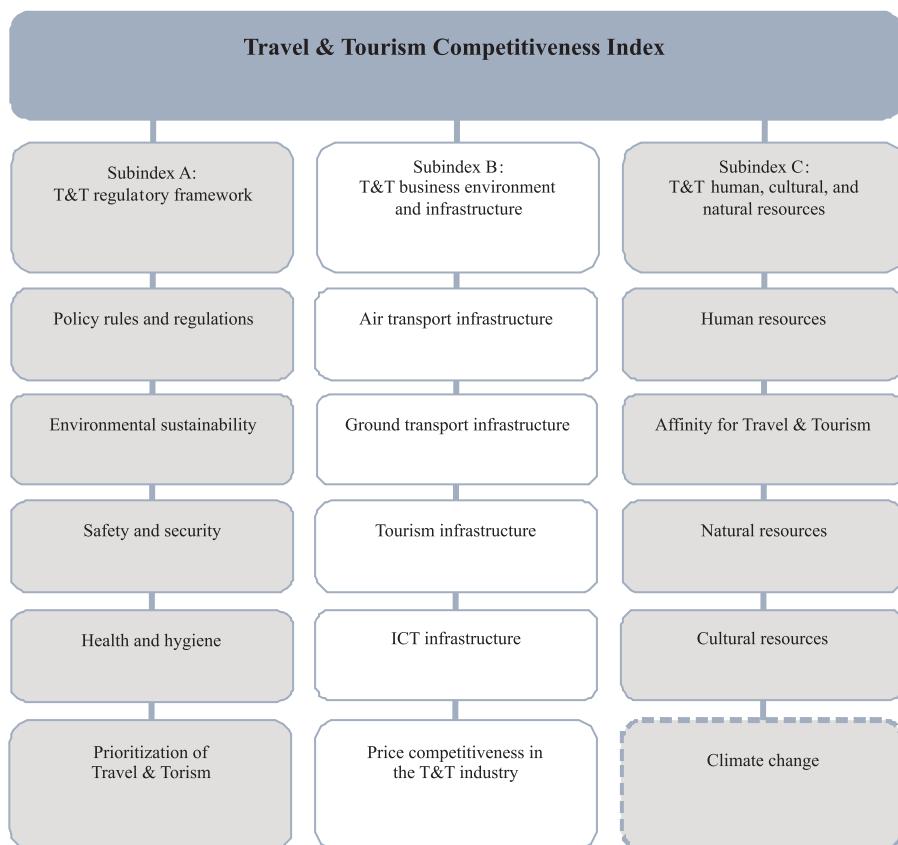
Postoji više modela konkurentnosti turističke destinacije koji se koriste i za predstavljanje konkretnog nivoa konkurentnosti. Neki od modela su dizajnirani za potrebe mjerjenja konkurentnosti konkretnih turističkih destinacija zbog čega se nisu mogli prihvati kao opšti modeli. Prvi modeli su se pretežno oslanjali na Porterov dijamant konkurentnosti koji predstavlja

sportsko rekreativnog sadržaja ili sa njima čine jedinstvenu cjelinu.

INDICATORS OF TOURISM DESTINATION COMPETITIVENESS

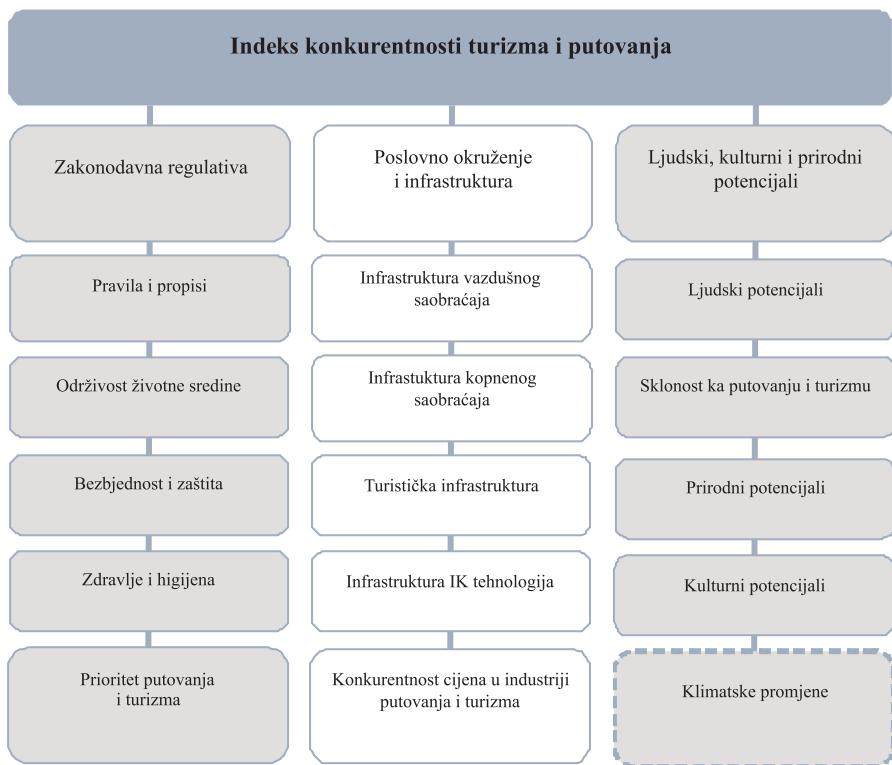
There are many models of tourism destination competitiveness that are used to present the specific level of competitiveness. Some of the models are designed only for the purpose of measuring the competitiveness of specific tourism destinations which caused the fact that they could not be accepted as general models. The first models predominately relied on Porter's diamond model of competitiveness of the national economy and were related primarily to the economic development. After the initial model given by Crouch and Ritchie in 1993, there were several researches that emphasized the importance of tourism destination competitiveness indicators, such as those by Keyser and Vanhove (1994), Kim (2000), Hassan (2000), Heath (2003), Dwyer and Kim (2003), Enright and Newton (2004).

Chart 1: Structure of travel and tourism competitiveness index



model konkurentnosti nacionalne privrede i odnosi se prije svega na ekonomsku konkurentnost. Od početnog istraživanja Crouch i Ritchie 1993. godine bilo je više istraživanja koja su naglašavala važnost indikatora konkurentnosti turističke destinacije: Keyser i Vanhove (1994), Kim (2000), Hassan (2000), Heath (2003), Dwyer i Kim (2003), Enright i Newton (2004).

Slika 1: Struktura indeksa konkurentnosti turističke destinacije



Pokazatelji konkurentnosti turističke destinacije se mogu svrstati u dvije osnovne grupe s obzirom na mogućnost njihovog relativno preciznog kvantitativnog određivanja. U prvu grupu spadaju objektivni indikatori konkurentnosti, čija je osnovna karakteristika da su mjerljivi, odnosno mogu se izraziti brojevima, dok u drugu grupu spadaju subjektivni pokazatelji koji su vezani prvenstveno za opažanja turista, te su stoga prije svega kvalitativni. U grupu objektivnih indikatora koji se odnose na, recimo, prirodne resurse spadaju: veličina područja koje obuhvataju nacionalni parkovi, parkovi prirode ili rezervati, zatim topografija, prosječna temperatura, broj

Indicators of tourism destination competitiveness can be divided into two major categories in relation to the possibility of their relatively precise quantitative determination. The first group includes objective indicators of competitiveness, and their main characteristic is that they can be measured, that is, expressed in numbers, while the second group includes subjective indicators that are primarily related to tourists' perceptions, and are, therefore, merely qualitative. For example, objectively measured variables can be visitor numbers, market share, tourist expenditure, employment, value added by the tourism industry, etc. while subjectively measured variables are "richness of culture and heritage", "quality of the tourism experience", etc. In some cases, nevertheless, it is very difficult to determine the group some of the indicators belong to¹³. These indicators have to possess certain features in order to be used in the analysis of particular phenomena – they should be above all relevant and well-placed in order to provide full basis for making judgments about the analyzed problem. In addition, the indicators should be easy to understand in order to be accessible to a wide range of users, as well as reliable and based on credible information in order to be a basis for the final evaluation of the competitiveness.

In order to determine and compare the competitiveness of countries as tourism destinations, the World Economic Forum (WEF) from Davos has established the *Travel and Tourism Competitiveness Index*. The Index includes several major categories that are crucial for assessing the level of competitiveness of a country as a tourism destination. Three sub-indices, each of which contains elements and indicators that are the main indices of competitiveness are 1) regulatory framework, 2) business environment and infrastructure and 3) human, cultural and natural resources (see Chart 1). Specific competitiveness indicators are classified into one of these three groups and they are related to the policy of tourism industry development, stakeholders, general and tourism infrastructure as well as destination elements, which are the basis and the backbone of tourism development and the creation of destination competitive position (natural, cultural and human resources). Each of these elements that are classified into 14 pillars of 3 sub-indices is evaluated separately and together forms the general and total T&T competitiveness index. The data on the mentioned variables are collected from different sources: national authorities, international organizations, private sources, but also through surveys and other forms of research.

¹³ Dwyer, L. and Kim, C., "Destination Competitiveness: A Model and Determinants", *Current Issues in Tourism*, Vol. 6, No. 5, 2003, p. 398 – 405.

koralnih grebena, pješčanih plaža, itd. U grupu subjektivnih indikatora mogu se uvrstiti oni koji se odnose na ljepotu prirodne sredine. Naravno da je u pojedinim slučajevima veoma teško odrediti preciznu pripadnost pojedinih od indikatora ovim osnovnim grupama¹³. Da bi se koristili za analizu, efikasni indikatori moraju posjedovati određene osobine; moraju biti relevantni i dobro postavljeni kako bi na najbolji način pružili osnove za donošenje ocjene o analiziranom problemu. Osim toga, indikatori treba da budu jednostavnii za razumijevanje kako bi bili pristupačni širem krugu korisnika. Pokazatelji, nadalje, moraju biti pouzdani; drugim riječima, informacije koje pružaju moraju biti vjerodostojne kako bi bili osnova za davanje konačne ocjene o konkurentnosti.

U cilju utvrđivanja i poređenja konkurentnosti država kao turističkih destinacija ustanovljen je *Indeks konkurentnosti turizma i putovanja* Svjetskog ekonomskog foruma (WEF) iz Davosa. Indeks obuhvata nekoliko osnovnih kategorija koje se ispituju kao ključne za ocjenu nivoa konkurentnosti jedne zemlje kao turističke destinacije. Tri podindeksa od kojih svaki sadrži elemente i indikatore koji su osnovni pokazatelji konkurenčnosti su 1) zakonodavna regulativa, 2) poslovno okruženje i infrastruktura i 3) ljudski, kulturni i prirodni potencijali (vidjeti Sliku 1). Detaljni indikatori konkurenčnosti razvrstani su u jednu od navedenih grupa i odnose se na politiku razvoja turističke privrede, subjekte turističke privrede, opštu i turističku infrastrukturu, te na elemente destinacije koji su osnov i oslonac za razvoj turizma i izgradnju konkurenčne pozicije destinacije (prirodni, kulturni i ljudski potencijali). Svaki od podindeksa sačinjava više pokazatelja, klasifikovanih u 14 stubova, koji se posebno ocjenjuju. Na osnovu toga formira se ocjena podindeksa nakon čega se uobičava ukupni indeks konkurenčnosti. Podaci u vezi sa navedenim indikatorima dobijaju se iz različitih izvora: od nacionalnih vlasti, međunarodnih agencija kao i iz privatnih izvora. Ostali indikatori se ocjenjuju na osnovu anketiranja kao i drugih vidova istraživanja.

KONKURENTNOST BOSNE I HERCEGOVINE U OBLASTI PUTOVANJA I TURIZMA

Indeks konkurenčnosti putovanja i turizma za 2013. godinu obuhvatio je 140 svjetskih zemalja, a rezultati su zasnovani na statističkim podacima iz 2010. i 2011. godine, kao i anketama privrednika u 14.000 preduzeća širom svijeta. Tematska oblast ovogodišnjeg rangiranja zemalja kao turističkih destinacija se odnosi na veliki potencijal industrije putovanja i turizma kao

¹³ Dwyer, L. and Kim, C., "Destination Competitiveness: A Model and Determinants", *Current Issues in Tourism*, Vol. 6, No. 5, 2003, str. 398 – 405.

TRAVEL AND TOURISM COMPETITIVENESS OF BOSNIA AND HERZEGOVINA

The travel and tourism competitiveness index 2013 covers a record 140 economies worldwide; the results are based on statistical data from 2010 and 2011 as well as surveys carried out among businessmen in 14,000 companies around the world. Thematic field of this year's ranking of countries as tourism destinations covers the great potential of travel and tourism industry as a generator of economic growth and employment. Bosnia and Herzegovina, according to the overall ranking, ranks 90th on the scale of tourism competitiveness, which is a modest increase compared to the previous report. However, as in past years, Bosnia and Herzegovina, together with Serbia and Moldova, is at the very bottom of the European rankings. In line with their less-advanced development, these countries will require significant investments in upgrading the infrastructure needed to support healthy and growing T&T sectors. As a matter of fact, results clearly show that the most competitive countries in the world have both supporting business framework and natural resources but also put their efforts in creating an environment that encourages travel and tourism industry development.

Compared to other evaluated countries, it is considered that Bosnia and Herzegovina has competitive advantages in the following variables¹⁴:

- particular matter concentration (33), the protection of threatened species (30),
- access to improved drinking water (42),
- timeliness of T&T data (48),
- presence of major car rental companies (1),
- individuals using the Internet (42), fixed telephone lines (48),
- purchasing power parity (35),
- availability of qualified labor (29): hiring and firing practices (38),
- HIV prevalence (1), business impact of HIV/AIDS (2), life expectancy (48),
- quality of the natural environment (20), marine protected areas (47),
- seats at sports stadiums (33).

It is worth mentioning that BaH has competitive advantages in two pillars: 1) the 3rd one, which is related to *safety and security* (29), and it consists of business costs of crime and violence (38), reliability of police services (45),

¹⁴ Since the Table 1 provides a detailed overview of the competitive position of BaH, at this point we will mention and discuss only the most important advantages and disadvantages. According to the guidance provided in the report, BaH has competitive advantages in all indicators ranked above 51.

pokretača ekonomskog rasta i stvaranja novih radnih mjesta. Bosna i Hercegovina, prema ukupnom plasmanu, zauzima 90. mjesto na ljestvici turističke konkurentnosti, što je skroman porast u odnosu na raniji izvještaj. Ipak, baš kao i ranijih godina, Bosna i Hercegovina se, zajedno sa Srbijom i Moldavijom, nalazi na samom dnu liste evropskih zemalja zbog čega je neophodno, kako se navodi u izvještaju, uložiti značajna sredstva u poboljšanje infrastrukture neophodne da podrži rast sektora putovanja i turizma. Naime, rezultati jasno pokazuju da najkonkurentnije zemlje na svijetu imaju i podržavajući poslovni okvir i prirodne resurse te da ulažu napore u stvaranje okruženja koje podstiče razvoj sektora turizma i putovanja.

U odnosu na druge analizirane zemlje, smatra se da Bosna i Hercegovina ima istaknute konkurentske prednosti u sljedećim oblastima¹⁴:

- koncentracija štetnih materija (33), zaštita ugroženih vrsta (30),
- zastupljenost pitke vode (42),
- pravovremenost podataka iz oblasti putovanja i turizma (48),
- prisustvo glavnih rent-a-car kompanija (1),
- broj korisnika interneta (42), broj fiksnih telefonskih linija (48),
- paritet kupovne moći (35),
- dostupnost kvalifikovane radne snage (29): praksa zapošljavanja i otpuštanja (38),
- uticaj HIV-a na poslovanje (2), prosječan životni vijek stanovništva (48),
- kvalitet prirodne sredine (20), zaštićena priobalna područja (47),
- broj sjedišta na sportskim stadionima (33).

Vrijedi istaći konkurentske prednosti koje je BiH ostvarila u cijelim stubovima i u to u trećem koji se odnosi na *bezbjednost i zaštitu* (29), a obuhvata uticaj kriminala i nasilja na poslovanje (38), pouzdanost policijskih službi (45), broj saobraćajnih nesreća (30) i uticaj terorizma na poslovanje (10), te u dvanaestom stubu koji pokriva pitanja *sklonosti ka putovanjima i turizmu* (49): odnos stanovništva prema stranim posjetiocima (8), preporučena dužina poslovnih putovanja (28).

Kada je riječ o najvećim nedostacima Bosne i Hercegovine, bitno je izdvojiti gotovo sve ostalo. Naime, Bosna i Hercegovina je nekonkurentna prema više indikatora u cijelim stubovima: *pravila i propisi* (imovinska prava, uticaj pravila i propisa na direktnе strane investicije, transparentnost vladine politike, vrijeme potrebno za pokretanje biznisa), *održivost životne sredine* (strogost propisa o zaštiti životne sredine, sprovođenje propisa o zaštiti životne sredine, održivi razvoj industrije putovanja i turizma, emisi-

¹⁴ Budući da je u Tabeli 1 dat detaljan pregled konkurenetskog položaja BiH, ovdje ćemo navesti i prodiskutovati samo najznačajnije prednosti i nedostatke. Prema smjernicama datim u izvještaju, BiH ima konkurentske prednosti u svim indikatorima rangiranim iznad 51.

road traffic accidents (30) and business costs of terrorism (10), 2) and in the 12th pillar that covers *affinity for travel and tourism* (49): attitude of population toward foreign visitors (8), extension of business trips recommended (28).

When it comes to main disadvantages of Bosnia and Herzegovina, we can emphasize almost everything else. Unfortunately, BaH is not competitive in a number of indicators in entire pillars as follows: *policy rules and regulations* (property rights, business impact of rules on FDI, transparency of government policymaking, number of days to start a business), *environmental sustainability* (stringency of environmental regulation, enforcement of environmental regulation, sustainability of travel and tourism industry development, carbon dioxide emission, environment treaty ratification), *prioritization of travel and tourism* (government prioritization of the T&T industry, T&T government expenditure, effectiveness of marketing to attract tourists, comprehensiveness of T&T data). Moreover, according to the overall infrastructure, BaH ranks at the very bottom of the world rankings, (*air transport infrastructure* puts BaH at the 135th, and *ground transport infrastructure* at the 130th place). Price competitiveness in T&T industry (107) is not in our favor either, while, interestingly enough, such numerous comparative advantages BaH has in natural resources remain decapitalized (number of world heritage natural sites, total known species, terrestrial biome protection). Other competitive disadvantages are in the area of quality of the educational system, local availability of specialized research and training, extent of staff training,..

Authors have different views on future trends in tourism. However, they all agree in their predictions that tourism in the future will depend on the development of border areas. The size and structure of the population, economic potential, technological innovations, political and cultural trends are the most frequently mentioned factors that will affect the directions of tourism development. “*The future of tourism will depend largely on factors outside this phenomenon, but the factors within itself*”¹⁵.

¹⁵ Vukonić, B., *Rethinking of Education and Training for Tourism*, Graduate School of Economics & Business, Zagreb, 2002, p. 496.

ja ugljen-dioksida, broj potpisanih sporazuma iz oblasti zaštite životne sredine), *prioritet putovanja i turizma* (davanje prioriteta industriji putovanja i turizma od strane vlade, procenat državnog budžeta namijenjen industriji putovanja i turizma, efikasnost marketinga u privlačenju turista, sveobuhvatnost podataka iz oblasti putovanja i turizma). Nadalje, prema sveukupnoj infrastrukturi, BiH se nalazi na samom dnu svjetske rang liste turističkih destinacija (*infrastruktura vazdušnog saobraćaja* stavlja nas na 135, a *infrastruktura kopnenog saobraćaja* na 130. mjesto). Konkurentnost cijena u industriji putovanja i turizma (107), takođe, nije znatno povoljnija, a zanimljivo je da tolike komparativne prednosti BiH u oblasti prirodnih potencijala masovno ostaju neiskorišćene (prirodni potencijali (107): zaštićena područja (134)). Nažalost, primjetan je i sve lošiji kvalitet obrazovnog sistema, nemogućnost specijalizovanih istraživanja na lokalnom nivou, slaba i rijetka obuka kadra,..

Autori imaju različita gledišta na kretanje turizma u budućnosti. Ipak, svi se slažu u svojim prognozama, da turizam u budućnosti zavisi od razvoja graničnih područja. Veličina i struktura stanovništva, ekonomski potencijal, tehnološke inovacije, politička i kulturna kretanja predstavljaju najčešće navedene faktore od kojih zavise pravci razvoja turizma u narednom periodu. „*Budućnost turizma zavisiće u većoj mjeri od faktora izvan ovog fenomena, nego od faktora u njemu samome*“¹⁵.

¹⁵ Vukonić, B., *Rethinking of Education and Training for Tourism*, Graduate School of Economics & Business, Zagreb, 2002, str. 496.

Table 1: Detailed overview of the travel and tourism competitiveness of Bosnia and Herzegovina

Subindex	INDICATOR	Score	Rank
T&T regulatory framework	1st pillar: Policy rules and regulations	4.0	104
	Prevalence of foreign ownership	4.4	85
	Property rights	3.3	118
	Business impact of rules on FDI	4.0	105
	Visa requirements, no. of countries*	69.0	90
	Openness bilateral ASAs (0-38)*	10.0	80
	Transparency of government policymaking	3.8	109
	No. of days to start a business*	37	118
	Cost to start a business, % GNI/capita*	14.9	88
	GATS commitment restrictiveness (0-100)*	n/a	n/a
	2nd pillar: Environmental sustainability	4.1	113
	Stringency of environmental regulation	2.8	129
	Enforcement of environmental regulation	2.9	109
	Sustainability of T&T industry development	3.6	112
	Carbon dioxide emission, million tons/capita*	8.3	108
	Particulate matter concentration, µg/m³*	18.8	33
	Threatened species, %*	2.9	30
	Environment treaty ratification (0-25)*	14	130
	3rd pillar: Safety and security	5.6	29
	Business costs of crime and violence	5.4	38
	Reliability of police services	4.9	45
	Road traffic accidents/100,000 pop.*	10.9	30
	Business costs of terrorism	6.4	10
	4th pillar: Health and hygiene	5.2	59
	Physician density/1,000 pop.*	1.6	71
	Access to improved sanitation, % pop.*	95.0	52
	Access to improved drinking water, % pop.*	99.0	42
	Hospital beds/10,000 pop.*	34.0	53
	5th pillar: Prioritization of Travel & Tourism	3.5	116
	Government prioritization of the T&T industry	3.8	133
	T&T gov't expenditure, % gov't budget*	1.1	129
	Effectiveness of marketing to attract tourists	3.8	105
	Comprehensiveness of T&T data (0-120)*	48.0	100
	Timeliness of T&T data (0-18)*	15.5	48

Tabela 1: Detaljan prikaz konkurenetskog položaja BiH u oblasti putovanja i turizma

Podin-deks	INDIKATOR	Index	Položaj
Zakonodavna regulativa	1. stub: Pravila i propisi	4,0	104
	Zastupljenost stranog vlasništva	4,4	85
	Imovinska prava	3,3	118
	Uticaj pravila i propisa na direktnе strane investicije	4,0	105
	Broj zemalja koje trebaju vizu*	69,0	90
	Broj bilateralnih sporazuma iz oblasti avio-saobraćaja*	10,0	80
	Transparentnost vladine politike	3,8	109
	Vrijeme potrebno za pokretanje biznisa*	37	118
	Troškovi potrebni za pokretanje biznisa*	14,9	88
	Obaveze u oblasti turizma preuzete na osnovu GATS*	n/a	n/a
	2. stub: Održivost životne sredine	4,1	113
	Strogost propisa o zaštiti životne sredine	2,8	129
	Sprovođenje propisa o zaštiti životne sredine	2,9	109
	Održivi razvoj industrije putovanja i turizma	3,6	112
	Emisija ugljen-dioksida*	8,3	108
	Koncentracija štetnih materija*	18,8	33
	Zaštita ugroženih vrsta*	2,9	30
	Broj potpisanih sporazuma iz oblasti zaštite životne sredine*	14	130
	3. stub: Bezbjednost i zaštita	5,6	29
	Uticaj kriminala i nasilja na poslovanje	5,4	38
	Pouzdanost policijskih službi	4,9	45
	Broj saobraćajnih nesreća*	10,9	30
	Uticaj terorizma na poslovanje	6,4	10
	4. stub: Zdravlje i higijena	5,2	59
	Broj ljekara (na 1.000 stanovnika)*	1,6	71
	Higijenski uslovi (sanitarni čvorovi, kanalizacione mreže)*	95,0	52
	Zastupljenost pitke vode*	99,0	42
	Broj bolničkih ležajeva (na 10.000 stanovnika)*	34,0	53
	5. stub: Prioritet putovanja i turizma	3,5	116
	Davanje prioriteta industriji putovanja i turizma od strane vlade	3,8	133
	Procenat državnog budžeta namijenjen industriji putovanja i turizma*	1,1	129
	Efikasnost marketinga u privlačenju turista	3,8	105
	Sveobuhvatnost podataka iz oblasti putovanja i turizma*	48,0	100
	Pravovremenost podataka iz oblasti putovanja i turizma*	15,5	48

T&T business environment and infrastructure	6th pillar: Air transport infrastructure	1.8	135
	Quality of air transport infrastructure	2.3	139
	Airline seat kms/week, dom., millions*	0.0	104
	Airline seat kms/week, int'l, millions*	7.1	133
	Departures/1,000 pop.*	0.5	110
	Airport density/million pop.*	0.8	56
	No. of operating airlines*	12.5	101
	International air transport network	2.6	139
	7th pillar: Ground transport infrastructure	2.6	130
	Quality of roads	2.5	132
	Quality of railroad infrastructure	2.5	72
	Quality of port infrastructure	1.7	138
	Quality of ground transport network	3.6	121
	Road density/million pop.*	43.0	61
	8th pillar: Tourism infrastructure	4.2	65
	Hotel rooms/100 pop.*	0.3	76
	Presence of major car rental co. (1–7)*	7	1
	ATMs accepting Visa cards/million pop.*	309.7	63
	9th pillar: ICT infrastructure	3.3	64
	ICT use for B-to-B transactions	4.5	104
	ICT use for B-to-C transactions	4.2	88
	Individuals using the Internet, %*	60.0	42
	Fixed telephone lines/100 pop.*	25.5	48
	Broadband Internet subscribers/100 pop.*	9.7	59
	Mobile telephone subscriptions/100 pop.*	84.5	102
	Mobile broadband subscriptions/100 pop.*	9.2	77
	10th pillar: Price competitiveness in T&T industry	4.1	107
	Ticket taxes and airport charges (0–100)*	56.9	123
	Purchasing power parity*	0.5	35
	Fuel price, US\$ cents/liter*	142.0	99
	Extent and effect of taxation	3.1	105
	Hotel price index, US\$*	n/a	n/a

Poslovno okruženje i infrastruktura	6. stub: Infrastruktura vazdušnog saobraćaja	1,8	135
	Kvalitet infastrukture vazdušnog saobraćaja	2,3	139
	Raspoloživost sjedišta u avionu u domaćem avio-saobraćaju*	0,0	104
	Raspoloživost sjedišta u avionu u međunarodnom avio-saobraćaju*	7,1	133
	Broj poletanja na 1000 stanovnika*	0,5	110
	Broj/gustina aerodroma (na milion stanovnika)*	0,8	56
	Broj operativnih avio-kompanija*	12,5	101
	Mreža međunarodnog vazdušnog saobraćaja	2,6	139
	7. stub: Infrastruktura kopnenog saobraćaja	2,6	130
	Kvalitet puteva	2,5	132
	Kvalitet željezničke infrastrukture	2,5	72
	Kvalitet luka	1,7	138
	Kvalitet mreže kopnenog saobraćaja	3,6	121
	Gustina puteva*	43,0	61
	8. stub: Turistička infrastruktura	4,2	65
	Broj hotelskih soba (na 100 stanovnika)*	0,3	76
	Prisustvo vodećih rent-a-car kompanija*	7	1
	Zastupljenost bankomata koji prihvataju Visa kartice*	309,7	63
	9. stub: Infrastruktura IK tehnologija	3,3	64
	Upotreba IKT za poslovnu korespondenciju i transakcije među preduzećima	4,5	104
	Upotreba interneta na relaciji preduzeća-potrošači	4,2	88
	Broj korisnika interneta*	60,0	42
	Broj fiksnih telefonskih linija (na 100 stanovnika)*	25,5	48
	Broj pretplatnika brzog interneta (na 100 stanovnika)*	9,7	59
	Broj pretplatnika mobilne telefonije (na 100 stanovnika)*	84,5	102
	Broj pretplatnika mobilne mreže (na 100 stanovnika)*	9,2	77
	10. stub: Konkurentnost cijena u industriji putovanja i turizma	4,1	107
	Visina cijena avio-karata i aerodromskih usluga*	56,9	123
	Paritet kupovne moći*	0,5	35
	Cijena goriva*	142,0	99
	Obim i efekat oporezivanja	3,1	105
	Cijena hotelskog smještaja*	n/a	n/a

T&T human, cultural, and natural resources	11th pillar: Human resources	4.8	76
	Education and training	4.3	94
	Primary education enrollment, net %*	87.0	109
	Secondary education enrollment, gross %*	91.1	59
	Quality of the educational system	3.1	105
	Local availability specialized research & training	3.4	112
	Extent of staff training	3.5	107
	Availability of qualified labor	5.3	29
	Hiring and firing practices	4.4	38
	Ease of hiring foreign labor	4.1	76
	HIV prevalence, % adult pop.*	n/a	1
	Business impact of HIV/AIDS	6.7	2
	Life expectancy, years*	75.6	48
	12th pillar: Affinity for Travel & Tourism	4.8	49
	Tourism openness, % of GDP*	4.5	73
	Attitude of population toward foreign visitors	6.6	8
	Extension of business trips recommended	5.9	28
	Degree of customer orientation	4.5	82
	13th pillar: Natural resources	2.9	107
	No. of World Heritage natural sites*	0	79
	Quality of the natural environment	5.5	20
	Total known species*	378	107
	Terrestrial biome protection (0–17%)*	0.5	134
	Marine protected areas, %*	0.8	47
	14th pillar: Cultural resources	2.1	79
	No. of World Heritage cultural sites*	2	88
	Sports stadiums, seats/million pop.*	72.431.1	33
	No. of int'l fairs and exhibitions*	7.0	86
	Creative industries exports, % of world total*	0.0	69

The following trends/niches are identified as the most rational advantages that the BaH tourism development can rely on¹⁶:

1. changing needs of people
2. physical and psychological recovery
3. growth in demand for innovative contents
4. back to nature
5. new travel motivations

16 Arnaut, E., „Globalizacijski procesi u turizmu i utjecaj megatrendova na konkurentnost turističke industrije u BiH“, *Zbornik naučnih radova Globalizacija u turizmu*, Univerzitet „Vitez“, Travnik, 2010.

Ljudski, kulturni i prirodni potencijali	11. stub: Ljudski potencijali	4,8	76
	Obuka i obrazovanje	4,3	94
	Stopa upisa u osnovnu školu*	87,0	109
	Stopa upisa u srednju školu*	91,1	59
	Kvalitet obrazovnog sistema	3,1	105
	Mogućnost specijalizovanih istraživanja i obuke na lokalnom nivou	3,4	112
	Obim obuke osoblja	3,5	107
	Dostupnost kvalifikovane radne snage	5,3	29
	Praksa zapošljavanja i otpuštanja	4,4	38
	Lakoća zapošljavanja inostrane radne snage	4,1	76
	Učestalost HIV-a*	n/a	1
	Uticaj HIV-a na poslovanje	6,7	2
	Prosječan životni vijek stanovništva*	75,6	48
	12. stub: Sklonost ka putovanjima i turizmu	4,8	49
	Otvorenost turizma*	4,5	73
	Odnos stanovništva prema stranim posjetiocima	6,6	8
	Preporučena dužina poslovnih putovanja	5,9	28
	Stepen orijentacije kupaca	4,5	82
	13. stub: Prirodni potencijali	2,9	107
	Broj lokacija prirodne svjetske baštine*	0	79
	Kvalitet prirodne sredine	5,5	20
	Ukupan broj poznatih životinjskih vrsta*	378	107
	Zaštićena područja*	0,5	134
	Zaštićena priobalna područja*	0,8	47
	14. stub: Kulturni potencijali	2,1	79
	Broj kulturnih znamenitosti od svjetskog značaja*	2	88
	Broj sjedišta na sportskim stadionima*	72.431,1	33
	Broj međunarodnih sajmova i izložbi*	7,0	86
	Izvoz proizvoda kreativne industrije*	0,0	69

Za razvoj turizma u BiH identifikovani su sljedeći trendovi-niše koji se mogu najracionalnije iskoristiti¹⁶:

1. Izmijenjene potrebe ljudi
2. Fizički i duševni oporavak
3. Rast potražnje za inovativnim sadržajima
4. Povratak prirodi
5. Novi motivi putovanja

¹⁶ Arnaut, E., „Globalizacijski procesi u turizmu i utjecaj megatrendova na konkurentnost turističke industrije u BiH“, *Zbornik naučnih radova Globalizacija u turizmu*, Univerzitet „Vitez“, Travnik, 2010.

The global industry is moving toward niche travel and finding new unexplored destinations. Therefore, BaH is positioned to compete in the global market. International growth in terms of niche tourism such as nature/eco-tourism, adventure, religious, sports and recreational tourism, health spa, cultural and educational tourism represent the comparative advantages of Bosnia and Herzegovina in terms of its overall supply. Those comparative advantages should be transformed into competitive advantages in the future and this should be the primary task of all the actors and creators of tourism policy in Bosnia and Herzegovina.

Nearly every citizen in Bosnia and Herzegovina knows that the country has a special range of natural, cultural and historical resources. These, so far only comparative advantages, together with the geographical accessibility of the country, offer great opportunities to attract visitors. Although it utilizes only a small part of available resources, the tourism industry of BaH is continually growing in number of tourists. Foreign tourist arrivals have roughly doubled over the last five years. Only in 2013, BaH was visited by 850,000 tourists, which is an increase of 13 percent compared to 2012¹⁷. However, other data are not so encouraging. The total contribution of tourism to GDP of BaH is far below the average of competitive countries. Tourism of competitive countries participates approximately 14 percent in GDP, while that percentage in BaH moves just a bit above seven percent¹⁸. Out of total employment rates, tourism participates with hardly two percent in direct employment in BaH, which is also below the average¹⁹.

Unfortunately, the impact of tourism in BaH remains far below its potential due to different challenges that limit the global competitiveness of BaH tourism. This includes issues such as the lack of a strong development policy for the tourism sector within the local government, underdevelopment and the inadequate management of numerous tourist sites, the lack of international standards and certification in the field of tourism, the lack of maintenance of urban and rural areas, weak institutional and business links with international markets and still unfavorable global image of BaH. In July 2013, the European Union blocked two projects dedicated to the tourism industry and small and medium-sized enterprises, worth around 4.5 million Euros. From that day until today the problem is still waiting for a solution, while local authorities do not pay attention to missed opportunities and

¹⁷ Agency for Statistics of Bosnia and Herzegovina, *First Release (Tourism Statistics)*, Year VII, No. 12, Sarajevo, 2014.

¹⁸ World Travel & Tourism Council, *Travel & Tourism Economic Impact 2012 Bosnia and Herzegovina*, London, 2012.

¹⁹ Agency for Statistics of Bosnia and Herzegovina, *First Release (Persons in Paid Employment by Activity)*, Year VIII, No. 1, Sarajevo, 2014.

Globalna industrija se pomjera prema *niche* putovanjima i traženju novih neistraženih destinacija. Stoga je BiH pozicionirana da može konkursati na svjetskom tržištu. Međunarodni rast u pogledu turističkih niša kao što su prirodni/eko turizam, avanturistički, vjerski, sportsko-rekreativni turizam, zdravstveno-banjski, kulturni i obrazovni turizam predstavljaju komparativne prednosti Bosne i Hercegovine u smislu njene cijelokupne ponude. Te komparativne prednosti potrebno je transformisati u konkurentske prednosti u budućem periodu i to je primarni zadatak svih aktera i kreatora turističke politike u Bosni i Hercegovini.

Skoro svakom njenom građaninu je sasvim jasno da Bosna i Hercegovina ima poseban spektar prirodnih, kulturnih i istorijskih potencijala. Ove, zasad samo komparativne prednosti, zajedno sa geografskom pristupačnošću zemlje pružaju velike mogućnosti za privlačenje posjetilaca. Mada se iskorističava tek mali dio raspoloživih potencijala, turistička privreda BiH bilježi konstantan rast broja turista. Dolasci stranih turista su se otprilike udvostručili tokom posljednjih pet godina. Samo u 2013. godini BiH je posjetilo oko 850.000 turista, što je povećanje za 13 posto u odnosu na 2012. godinu¹⁷. Ipak, drugi podaci nisu tako ohrabrujući. Naime, ukupan doprinos sektora turizma u BDP-u BiH je daleko ispod prosjeka konkurentnih zemalja. U postocima gledano, u BDP-u konkurentnih zemalja turizam učestvuje približno 14 posto, dok se taj postotak u BiH kreće nešto više od sedam posto¹⁸. U direktnom zapošljavanju u BiH turizam ne učestvuje ni sa dva posto od ukupne zaposlenosti, što je takođe ispod prosjeka¹⁹.

Nažalost, učinak turizma u BiH ostaje daleko ispod potencijala zbog različitih izazova koji ograničavaju globalnu konkurentnost bosanskohercegovačkog turizma. Ovo podrazumijeva pitanja kao što su nedostatak snažne razvojne politike za sektor turizma u okviru lokalne samouprave, nedovoljna razvijenost i neadekvatno upravljanje brojnim turističkim lokacijama, nedostatak međunarodnih standarda i sertifikacije u oblasti turizma, neuklanjanje otpada i neodržavanje urbanih i ruralnih sredina, slabe institucionalne i poslovne veze sa međunarodnim tržištima, te još uvijek nepovoljna globalna slika BiH, čijem rješavanju se nije pristupilo efikasnom kampanjom brendiranja i marketinga zemlje. Evropska unija je u julu 2013. godine blokirala dva projekta namijenjena turističkoj industriji i malim i srednjim

¹⁷ Agencija za statistiku Bosne i Hercegovine, *Saopštenje (statistika turizma)*, god. VII, br. 12, Sarajevo, 2014.

¹⁸ World Travel & Tourism Council, *Travel & Tourism Economic Impact 2012 Bosnia and Herzegovina*, London, 2012.

¹⁹ Agencija za statistiku Bosne i Hercegovine, *Saopštenje (zaposleni po djelatnostima)*, god. VIII, br. 1, Sarajevo, 2014.

projects that could improve the economic situation in Bosnia and Herzegovina. It seems that old reasons and political battles take their toll on one of the most promising sectors of BaH economy. The key question is how tourism, as an economic activity that all but the current government see as prosperous, "strategic activity" in Bosnia and Herzegovina, can be transformed and integrated into the global tourism industry.

CONCLUSION

According to the forecasts of relevant international organizations²⁰, tourism should become a strategic industry that will contribute to economic prosperity, the economic growth and development of the national economy, because tourism can, with its multiplicative character as well as other functions, explicitly affect certain macroeconomic indicators and the balance of payments in BaH. It is undisputed that the issue of tourism development in Bosnia and Herzegovina and the creation of conditions for a respectable and competitive tourism industry in BaH is of great importance, especially in times of difficult social situation that numerous categories of BaH citizens are facing. Thus, it is necessary to approach this problem systematically and try to take advantage of contemporary competitive challenges and global trends in the world tourism industry in order to strengthen the competitiveness of the BaH tourism.

The successful tourism development strategy in BaH must create a genuine and attractive image of BaH as a tourism destination and initiate the process of branding not only the targeted tourism destinations but the entire tourism. Given the outstanding natural beauty of the land and the uniqueness of its cultural heritage, the potential is certainly there. However, the lack of a strategic approach at the state level remains the main problem of tourism development and integration into the world, as well as the European, tourism industry. It is the only way to attract foreign investors and, through projects of high quality, get the EU pre-accession funds, and ultimately reinforce the most promising sector of the local economy.

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20 According to UNWTO's Tourism 2020 Vision.

preduzećima, vrijedna oko 4,5 miliona evra. Od tog dana pa do danas problem i dalje čeka na rješenje, a bosanskohercegovačke vlasti ne obraćaju pažnju na propuštene prilike i projekte koji su mogli poboljšati ekonomsku situaciju u Bosni i Hercegovini. Čini se da stari razlozi i političke borbe uzimaju danak jednoj od najperspektivnijih grana bosanskohercegovačke privrede. Ključno pitanje je kako turizam, kao privrednu djelatnost koju svi osim aktuelne vlasti posmatraju kao prosperitetnu, „stratešku djelatnost“ u BiH, transformisati i integrisati u svjetsku turističku industriju.

ZAKLJUČAK

Prema predviđanjima relevantnih međunarodnih organizacija²⁰, turizam bi trebao da postane strateška privredna grana koja će doprinijeti privrednom prosperitetu, ekonomskom rastu i razvoju nacionalne ekonomije, jer svojim multiplikativnim karakterom kao i drugim funkcijama, turizam može eksplicitno uticati na pojedine makroekonomske indikatore i uravnoteženje platnog bilansa BiH. Neosporno je da je pitanje razvoja turizma u Bosni i Hercegovini i stvaranje prepostavki za razvoj respektabilne i konkurentne turističke industrije BiH od velike važnosti, pogotovo u vremenu teške socijalne situacije u kojoj se nalaze brojne kategorije građana BiH. Upravo zbog toga, potrebno je sistemski pristupiti ovoj problematici i pokušati iskoristiti savremene konkurentске izazove i globalne trendove u svjetskoj turističkoj industriji u cilju jačanja konkurentnosti BiH turizma.

Uspješna strategija razvoja turizma u BiH mora izgraditi originalan i atraktivran imidž, te inicirati proces brendiranja kako ciljnih turističkih destinacija, tako i cijelokupnog turizma. Potencijal svakako postoji, imajući u vidu izvanrednu prirodnu ljepotu zemlje i jedinstvenost njenog kulturnog nasljeđa. Međutim, nepostojanje strateškog pristupa na državnom nivou predstavlja osnovni problem razvoja i integrisanja u svjetsku turističku industriju i globalne kao i evropske turističke tokove. Jedino na taj način je moguće privući strane investitore i putem kvalitetnih projekata dobiti sredstva predpristupnih fondova Evropske unije, te konačno ojačati najperspektivniji sektor lokalne privrede.

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MANAGEMENT OF MICROFINANCE AND MICROINSURANCE

Zoran Kalinić; Slobodan S. Župljanin; Želko Kovačević¹

Abstract

The insurance market and the institutions that exist on it may be useful to the economy and society, but certainly, and individuals. Among the contemporary products of the insurance industry is one of microinsurance, which is primarily intended for the poorer segments of the population, and there is still very much in the world. However, the poorer the population, were in poor, developed or developing countries, including our country and the region are not yet capable of payment to take advantage of this insurance model.

Microinsurance is a form of microfinance, which allows the inclusion of those population groups that are now exempt from the possibility of using insurance benefits. Microinsurance market is in the development phase, especially in countries in transition and post-transition economy. It is the introduction of the insurance model that developed countries have been used.

The advantages are numerous microinsurance development for individuals, insurance and reinsurance companies and the state, given that the growth in demand increasing the possibilities for sustainable economic growth, so that this activity can contribute significantly to overall economic development, especially in underdeveloped economies.

Key objectives of this study were to provide relevant information on microfinance and microinsurance, and in a scientifically based way to explain the theoretical and practical possibilities offered microinsurance in reducing risk.

Keywords: microfinance, microinsurance, insurance, market, risk.

INTRODUCTION

Since the original human community up to the present day human life and property were violated by all kinds of danger and were exposed to various risks. Even then, was brought the idea to a community association, in order to reduce or avoid risk, which was, in fact, the forerunner of the mo-

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UPRAVLJANJE MIKROFINANSIJAMA I MIKROOSIGURANJEM

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Sažetak

Tržište osiguranja i institucije koje na njemu egzistiraju mogu biti od koristi privredi i društvenoj zajednici, ali svakako, i pojedincima. Među savremene proizvode industrije osiguranja spada i mikroosiguranje, koje je prvenstveno namijenjeno siromašnjim slojevima stanovništva, a takvih je danas u svijetu jako puno. Međutim, siromašniji slojevi stanovništva, bilo u siromašnim, razvijenim ili zemljama u razvoju, pa tako i našoj zemlji i regionu, još uvijek nisu platežno sposobni da bi mogli koristiti prednosti ovog modela osiguranja.

Mikroosiguranje predstavlja oblik mikrofinansija koji omogućava uključivanje onih slojeva stanovništva koji su sada izuzeti od mogućnosti korišćenja pogodnosti osiguranja. Tržište mikroosiguranja je u razvojnoj fazi, posebno u zemljama tranzicione i posttranzicione ekonomije. Radi se o uvođenju modela osiguranja koje razvijene zemlje već uveliko koriste. Prednosti razvoja mikroosiguranja su višestruke, za pojedince, osiguravajuća i reosiguravajuća društva i državu, s obzirom da sa rastom tražnje rastu mogućnosti za ostvarenje održivog ekonomskog rasta, pa tako ova djelatnost može značajno doprinijeti ukupnom privrednom razvoju, posebno u zemljama nerazvijenih ekonomija.

Ključni ciljevi ovog rada su da ponudi relevantne informacije o mikrofinansijama i mikroosiguranju i da na naučno zasnovan način objasni teorijske i praktične mogućnosti koje pruža mikroosiguranje u smanjenju rizika.

Ključne riječi: mikrofinansije, mikroosiguranje, osiguranje, tržište, rizik.

Abstract

The insurance market and the institutions that exist on it may be useful to the economy and society, but certainly, and individuals. Among the contemporary products of the insurance industry and is one of microinsurance, which is

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dern insurance. The issue of providing hedging is actualized in times of crisis and war conditions. The development of the system of risk protection, providing insurance and reinsurance, which is still the primary function of insurance sector, insurance companies appear on the market as institutional investors. Insurance, then and now, still encourage economic development and its purpose of improving the economic system, but, living conditions of the population as so. A significant contribution to the economic development of insurance and insurance companies is achieved by providing risk protection, institutional investment and contribution, and thus encourage the export activities of business entities.

Insurance is a global activity that has great importance in developed countries. For example, in the 2008th, in the UK insurance employed approximately 313,000 people and provided a total investment of about 1.5 billion pounds. In the U.S., the sector employed about 2.3 million people and the total investment in the amount of approximately \$ 5.8 billion. The importance of insurance is usually expressed and is geographically indicator comparing the total premium. The 2009th , the total world insurance premiums amounted to 4.066 billion U.S. dollars, of which life insurance premiums amounted to about 2,332 billion. The geographical distribution of the premium, however, is not uniform. In fact, there are significant differences between the rich and the poor, and developed, underdeveloped and developing countries. In the U.S. and Canada achieved over 33% in the group G7 countries (including the United States and Canada in addition to another and the United Kingdom, Germany, France, Italy and Japan) showed more than 67% of the world's premium. On the other hand, only about 2% of global premiums in Central and Eastern Europe, about 1.2% in Africa and Asia countries, except for Japan and the newly industrialized countries, generating about 7% of the premium.

Given the performance of geography insurance in the global market, with the insurance sector in our region is classified in the group of underdeveloped, clearly there is a need to create possible alternative courses of improvement of the role of insurance in economic and social development.

MICROFINANCE AND MICROINSURANCE

Microfinance is a form of assistance to help the poor, which is based on the fact that the poor population groups need different financial services, not just loans. To this category of the population gain access to financial

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UVOD

Još od prvobitne ljudske zajednice pa do današnjih dana čovjekov život i imovina bili su ugrožavani raznim vrstama opasnosti i izloženi različitim vrstama rizika. Već tada sejavlja ideja o udruživanju u određene zajednice radi smanjenja ili potpunog eliminisanja rizika, što je, u stvari, bilo preteča današnjeg savremenog osiguranja.² Pitanje obezbjeđenja zaštite od rizika aktualizira se u kriznim vremenima i ratnim uslovima. Dolazi do razvoja sistema zaštite od rizika, pružanjem usluga osiguranja i reosiguranja, što je i danas primarna funkcija sektora osiguranja, a osiguravajuća društva se na tržištu pojavljuju kao institucionalni investitori.³ Osiguranje, i tada, i danas podstiče ekonomski razvoj i ostvaruje funkciju unapređenja privrednog sistema, ali, i uslova življena stanovništva. Značajan doprinos privrednom razvoju osiguranje, odnosno osiguravajuća društva ostvaruju obezbjeđenjem zaštite od rizika, institucionalnim investiranjem i doprinosom i time podstiču izvozne aktivnosti privrednih subjekata.

Osiguranje predstavlja globalnu aktivnost koja ima veliki značaj u razvijenim zemljama. Tako, na primer, u 2008. godini u Velikoj Britaniji je osiguranje zapošljavalo oko 313.000 ljudi i obezbijedilo ukupne investicije od oko 1.5 biliona funti. U SAD je ovaj sektor zapošljavao oko 2.3 miliona ljudi i

² Skipper, H.D., Kwon, W.J.: Risk Management and Insurance: Perspectives in a Global Economy, Blackwell Publishing, Ltd, Oxford, UK, 2007, str. 4.

³ Njegomir, V: Osiguravajuća društva kao institucionalni investitori, Računovodstvo, br. 5-6, Savez računovođa i revizora Srbije, Beograd, 2010, str. 50-68.

services, the states built a separate subsystem within the existing financial system, designed just for them, so today microfinance include a broad concept of microcredits, microsavings up to microinsurance.

Bearing in mind that the development of microfinance originally tied to microcredit, microfinance and microcredit concept, which includes the granting of small loans, often without traditional guarantees, with the aim of improving the lives and support the business activities of clients and their families, the microfinance involves the provision of financial services to small amounts to individuals who have poor financial resources and would in any other situation were denied access to financial services. The microfinance sector has proven to be very useful and effective in countries in transition, as the microfinance organization with its lending instruments aimed at groups that can not meet the criteria of commercial banks and do not have access to the banking sector.

MICROFINANCING

In developed countries, citizens have easy access to a variety of financial services such as consumer loans, mortgage loans, investment loans, pension loans, securing loans and the like. Financial markets have been developed and the function of satisfying the needs of the population, economy and society. Developing and underdeveloped countries have no access to such services portfolio. Services either do not exist or are not accessible to most companies that have a need for funds, creating a growing gap between the developed and underdeveloped, rich and poor. Developed corruption is steadily increasing cost of financing for. The regulatory framework of financial management is liberal and underdeveloped capital market institutions either do not exist or are underdeveloped, the state guarantee for deposits. All this greatly complicates the already difficult financial situation of the developing and underdeveloped countries.

Ensuring optimal development presupposes the existence of a developed financial markets and the availability of financial resources, or the existence of an inclusive financial sector, which the United Nations defines as continuum of financial institutions that jointly provide range of financial products and / or services to all stakeholders (involved parties).

In such circumstances, there is the appearance of a new model of financial markets - the model of microfinance. The emergence of microfinance was initially linked to the microloans, and thus, long identified with the microfinance, as a form of granting small loans without the traditional procedures and guarantees in support of small business activities and improve the living conditions of the population. Microfinance is the provision of fi-

ukupne investicije u visini od oko 5,8 biliona dolara. Značaj osiguranja uobičajeno se izražava i geografski upoređuje prema pokazatelju ukupne premije. U 2009. godini ukupna svjetska premija osiguranja iznosila je 4.066 milijardi dolara, od čega su premije životnih osiguranja iznosile oko 2.332 milijarde dolara. Geografska distribucija premija, međutim, nije ujednačena. Naime, postoje značajne razlike između bogatih i siromašnih, odnosno razvijenih, nerazvijenih i zemalja u razvoju. U SAD i Kanadi ostvareno je preko 33% a u zemljama grupacije G7 (u koje spadaju pored SAD i Kanade još i Velika Britanija, Nemačka, Francuska, Italija i Japan) ostvareno je preko 67% ukupne svjetske premije. Na drugoj strani, svega oko 2% od svjetske premije ostvareno je u zemljama Centralne i Istočne Evrope, oko 1,2% u Africi a u zemljama Azije, izuzev Japana i novoindustrijalizovanih zemalja, ostvareno je oko 7% premije.⁴

Imajući u vidu performanse geografije osiguranja na globalnom tržištu, pri čemu se sektor osiguranja na našim prostorima svrstava u grupaciju nerazvijenih, nedvosmisleno proizilazi potreba kreiranja mogućih alternativnih pravaca unapređenja uloge osiguranja u privrednom i društvenom razvoju.

MIKROFINANSIJE I MIKROOSIGURANJE

Mikrofinansije su oblik pomoći usmjereni siromašnima koji počiva na činjenici da siromašne grupe stanovništva trebaju različite finansijske usluge, a ne samo kredite. Da bi se ovoj kategoriji stanovništva omogućio pristup finansijskim uslugama države grade poseban podsistem u okviru postojećeg finansijskog sistema, namijenjen upravo njima, tako da danas mikrofinansije podrazumijevaju širok koncept od mikrokredita, preko mikroštednje i sve do mikroosiguranja.⁵

Imajući u vidu da je nastanak mikrofinansija prvobitno vezan za mikrokreditiranje, pojам mikrofinansija i mikrokreditiranja, koje podrazumijeva odobravanje malih kredita, često bez tradicionalnih garancija, sa ciljem unapređenja života ili podrške poslovnih aktivnosti kljenata i njihovih porodica, pod mikrofinansijama se podrazumijeva obezbjeđenje finansijskih usluga u malim iznosima pojedincima koji imaju lošije finansijske resurse i koji bi u drugoj situaciji ostali uskraćeni pristupu finansijskim uslugama.⁶ Mikrofinansijski sektor se pokazao kao veoma koristan i efikasan u zemljama u tranziciji, jer su mikrofinansijske organizacije sa svojim instrumentima

4 Straib, D., Bevere, L.: World Insurance in 2009: Premiums dipped, but industry capital improved, Sigma, No. 2, Zurich, 2010.

5 Njegomir, V.: Mikroosiguranje, Industrija 3/2011, Beograd, 2011, str. 295-312.

6 Rička, Ž.: Mikrokreditne organizacije u BiH, Međunarodni simpozij - reforme u BIH - put ka evropskim integracijama, Revicon, Sarajevo, 2011, str. 553-568.

nancial products and / or services in small amounts (quantities), to subjects who have little financial resources, and who otherwise would not be able to provide access to financial products and / or services. Initially microfinance services and / or products were quite expensive, and microinvestitors believed that subjects with poor financial resources were unprofitable customers.

In the eighties of the twentieth century microfinance became an important component of economic development, development in general, particularly in the area of poverty reduction. Microfinance institutions in that period recorded tremendous progress, so that, even then, there was talk about a kind of revolution in the development of the financial services market. Already in the nineties, this model becomes financially viable, governs the regulatory space, the development of new technologies contribute to the rationalization of financing costs, which increases the profitability of small financial transactions. At more than one hundred countries come to micro-financing market development. Already in 1998., in developing countries, exist around three thousand microfinance institutions. Since then, the microfinance market has witnessed a steady growth, so that the General Assembly of the United Nations, 2005. year declared the year of microcredit.

Business in the microfinance sector, despite the achievements and success, have to solve a number of constraints, including the most serious: understanding of clients in terms of diversity, the need to reduce costs and changes in regulatory requirements. In the present context of recession and crisis, microfinance is getting more significant part, since they have better resistance to recession and crisis effects, and has optimal potential.

MICROINSURANCE

The insurance is an integral part of the financial market institutions, and microinsurance is a part of microfinance. Although the major microfinance began to develop the seventies of the last century, microinsurance no significant development all through 2002. year. The genesis of the development are the same influential factors that led to the emergence and development of microfinance. The exposure to the field of microinsurance, committed to enhanced management activities, and these activities create new costs of risk management. Costs are inevitable, that, and the short and the long term, and regardless of whether it is the "ex ante" and "ex post" approach to risk management. The first approach is based on the application of diversification and entry into the low-risk, and low-profit activities. This in itself leads to a reduction in income, and thus consumption, all of which, as the end result, given the preservation of poverty. "Ex post" approach involves activities and necessary expenses that are taken after the occurrence of an ad-

kreditiranja usmjerene na kategorije koje ne mogu ispuniti kriterije komercijalnih banaka i nemaju pristup bankarskom sektoru.

MIKROFINANSIJE

U razvijenim zemljama građani imaju nesmetan pristup različitim finansijskim uslugama, kao što su: potrošački krediti, hipotekarni krediti, investicioni krediti, penzioni krediti, osiguravajući krediti i sl. Finansijska tržišta su razvijena i u funkciji su zadovoljenja potreba stanovništva, privrede i društvene zajednice. Zemlje u razvoju i nerazvijene zemlje nemaju pristup takvom portfoliju usluga. Usluge ili ne postoje ili nisu dostupne većini subjekata koja ima potrebu za finansijskim sredstvima, što stvara sve veću razliku između razvijenih i nerazvijenih, između bogatih i siromašnih. Razvijena korupcija stalno povećava troškove finaniranja. Regulatorni okvir finansijskog poslovanja je liberalan i nerazvijen, institucije tržišta kapitala ili ne postoje ili su nerazvijene, država ne garantuje za depozite. Sve to uveliko otežava ionako tešku finansijsku situaciju zemalja u razvoju i nerazvijenih zemalja.

Obezbeđenje optimalnog razvoja prepostavlja postojanje razvijenog finansijskog tržišta i dostupnost finansijskih sredstava, odnosno postojanje inkluzivnog finansijskog sektora, koji Ujedinjene nacije definišu kao kontinuum finansijskih institucija koji zajednički obezbjeđuje ponudu finansijskih proizvoda i/ili usluga svim zainteresovanim subjektima.⁷

U ovakvim uslovima dolazi do pojave novog modela na finansijskom tržištu – modela mikrofinansija. Nastanak mikrofinansija je u početku vezan za mikrokreditiranje, pa su tako, mikrofinansije dugo poistovjećivane sa mikrokreditiranjem, kao oblikom odobravanja malih kredita, bez tradicionalne procedure i garancija, a u cilju podrške malim poslovnim aktivnostima ili poboljšanju uslova življenja stanovništva.⁸ Mikrofinansije predstavljaju obezbjeđenje finansijskih proizvoda i/ili usluga u malim iznosima (količinama), subjektima koji imaju slabe finansijske resurse, i koji na drugi način ne bi mogli obezbijediti pristup finansijskim proizvodima i/ili uslugama. U početku su mikrofinansijske usluge i/ili proizvodi bili dosta skupi, a mikrofinansijeri su smatrali da su subjekti sa lošim finansijskim resursima neprofitabilni klijenti.

Osamdesetih godina dvadesetog vijeka mikrofinansije postaju značajna komponenta privrednog razvoja, razvoja uopšte, posebno u domenu smanjenja siromaštva. Mikrofinansijske institucije u ovom periodu bilježe ogro-

⁷ United Nations: Capital Development Fund – www.unCDF.org/english/microfinance.

⁸ La Tore, M.: A New Conception of Microfinance, in: La Tore, M., Vento, G. A.: Microfinance, Palgrave, McMillan, Basingstoke, Hants, UK, 2006.

verse event (decrease in food consumption, risk sharing in informal communities, etc.). These activities lead to the development costs, which can be expressed in terms of health risks (if reduced costs for food), or loss of property (eg sales after a disaster - usually leads to lower prices).

Reducing exposure to risk is always there, and on the basis of such tendencies emerged microinsurance. Thus, although the micro-emerged in recent years, the roots of this concept is found in the more primitive human community. ILO and UNCTAD, the term used beginning in mid-nineties.

In the theory of corporate finance and insurance there are different definitions of microinsurance.

India Insurance Academy - microinsurance is a form of risk transfer, which is characterized by low premium and low coverage and low-income adjustment subjects.

International Association of Insurance Supervisors (IAIS) - Micro-insurance is where the population has access to low-income, which provide a variety of institutions, and it is governed by generally accepted practices in insurance.

Microinsurance Innovation Facility (IMF) - the micro-mechanisms to protect the poor from risks such as accidents, illness, death, natural disasters) in exchange for payment of the insurance premium that is tailored to their needs, income and level of risk.

There are many other definitions of the term of microinsurance. Below we will try to explain this term compared to traditional micro-insurance.

TRADITIONAL INSURANCE AND MICROINSURANCE

Microinsurance, as a part of the microfinance is a form of risk transfer, characterized by low premiums and low coverage and fitness for people of low income who are not protected by typical social insurance programs. It is clear that the term "microinsurance" got its name, not because of the size of risk, institutions and delivery channels, but for the fact that this type of insurance tailored to the needs of people with lower incomes. Microinsurance is intended for people who do not have access to the "traditional" insurance and who are excluded from public social insurance programs, and are often employed in the informal sector. The point is the need to provide quick, cheap and simple insurance coverage for individuals who possess little funding. Microinsurance is based on similar, generally accepted practices, as well as traditional insurance, however, there are differences between traditional insurance and microinsurance. What follows is an overview of performance of traditional insurance and microinsurance by key variables.

man napredak, tako da se, već tada, govorilo o svojevrsnoj revoluciji u razvoju tržišta finansijskih usluga. Već tokom devedesetih godina, ovaj model postaje finansijski održiv, uređuje se regulatorni prostor, razvoj novih tehnologija doprinosi racionalizaciji troškova finansiranja, što dovodi do povećanja profitabilnosti malih finansijskih transakcija. U više od sto zemalja dolazi do razvoja tržišta mikrofinansiranj. Već 1998. godini, u zemljama u razvoju, egzistira oko tri hiljade mikrokreditnih institucija. Od tada, mikrofinansijsko tržište bilježi stalni rast, tako da Generalna Skupština Ujedinjenih nacija, 2005. godinu proglašava godinom mikrokredita.⁹

Poslovanje u sektoru mikrofinansija, i pored postignutih rezultata i uspjeha, nailazi i na određene prepreke, među kojima su najozbiljnije: raznjava, ijevanje klijenata sa aspekta različitosti, potreba smanjenja troškova, promjena regulatornih uslova.

U današnjim uslovima recesionalih i kriznih situacija, mikrofinansije ponovo dobijaju na značaju, jer imaju veću otpornost na recesione i krizne uticaje, a ima i optimalan potencijal za razvoj.

MIKROOSIGURANJE

Oblast osiguranja je integralni dio institucija finansijskog tržišta, a mikroosiguranje je sastavni dio mikrofinansija. Iako se mikrofinansije značajnije počinju razvijati sedamdesetih godina prošlog vijeka, mikroosiguranje ne bilježi značajniji razvoj sve do 2002. godine. U genezi razvoja nalaze se isti uticajni faktori koji su doveli i do pojave i razvoja mikrofinansija. Izloženost riziku u oblasti mikroosiguranja, obavezuje na pojačane upravljačke aktivnosti, a te aktivnosti stvaraju nove troškove upravljanja rizicima. Troškovi su neminovi, i to, i na kratki i na dugi rok, i neovisno da li se radi o „ex ante“ ili „ex post“ pristupu upravljanja rizicima. Prvi pristup polazi od primjene diversifikacije i ulaska u nisko rizične, ali i nisko profitne djelatnosti. To samo po sebi dovodi do smanjenja primanja, a time i potrošnje, a sve to, kao krajnji rezultat, daje očuvanje siromaštva. „Ex post“ pristup podrazumijeva aktivnosti i neophodne troškove koji se preduzimaju poslije nastanka štetnog događaja (smanjenje potrošnje za ishranu, podjela rizika u neformalnim zajednicama i sl.). Ove aktivnosti dovode do nastanka troškova, koji mogu biti izraženi u obliku ugrožavanja zdravlja (ako se smanje troškovi za hranu), ili gubitak imovine (npr. prodaja poslije katastrofa – obično dovodi do pada cijena).

Redukcija izloženosti riziku je postojala oduvijek, pa se na osnovu takvih težnji pojavilo i mikroosiguranje. Dakle, iako je mikroosiguranje nastalo u

⁹ Fernando, J.L.: Microcredit and empowerment of women: blurring the boundary between development and capitalism, Perils and Prospects, Abingdon, Oxfordshire, UK, 2006.

Table 1: Performance of traditional insurance and microinsurance

	Traditional insurance	Microinsurance
Clients	<ul style="list-style-type: none"> • low risk environment established culture of insurance 	<ul style="list-style-type: none"> greater exposure to low culture • Insurance
Distribution models	sale of licensed brokers and agents and insurance companies directly	sale of nontraditional brokers to clients who do not have experience with insurance
Policies	complex documents with numerous exclusions	<ul style="list-style-type: none"> • simple language • few or no exclusions • Group Policy
Calculation of premium	Calculation of premium	<ul style="list-style-type: none"> • little historic data • group • evaluating market is extremely sensitive to price changes
Collecting premiums	monthly to annual payments	frequent and irregular payment of custom variable cash flows rating
Control risk insurance	limited suitability require significant documentation medical tests	Greater convenience limited but effective controls insurance risk premium included in connection with other services (credit)
Managing claims for damages	complicated processes extensive verification of documents	simple and quick procedure for small amounts Effective fraud control

Source: Lloyd's 3600 Risk Insight Insurance in Developing Countries: Exploring Opportunities in Microinsurance, Lloyd's and Microinsurance Centre, 2009, p. 7-8.

The presented performance shows that microinsurance include lower premiums and less coverage, which is appropriate to the poorer segments of the population. Microinsurance products are specifically designed for this target group, as evidenced by: the scope of coverage, premium amount, distribution channels, the terms and benefits that customers may have. Keeping in mind the target market, we can conclude that microinsurance requires constant creativity and innovation, and adapt quickly to the changes that are becoming louder and more intense.

Microinsurance viewed in the context of the supply chain, includes five typical steps, or five typical supply chain entities. At the beginning of the chain is a reinsurance company that guarantees the payment of damages to cover catastrophic risks. The insurer's risk insurance carrier. He charged

novije vrijeme, korijene ovog koncepta nalazimo još u prvobitnoj ljudskoj zajednici. Međunarodna organizacija rada i UNCTAD, ovaj pojam počinju koristiti sredinom devedesetih godina prošlog vijeka.

U teoriji poslovnih finansijskih osiguranja postoje različita određenja mikroosiguranja.

Akademija osiguranja Indija – Mikroosiguranje je oblik transfera rizika koji karakteriše niska premija i nizak nivo pokrića, te prilagođenost subjekta niskim primanjima.

Međunarodna asocijacija supervizora osiguranja (IAIS) – Mikroosiguranje je osiguranje kojem pristup ima populacija sa niskim primanjima, koji obezbjeđuju različite institucije, a njime se upravlja prema generalno prihvaćenim praksama u osiguranju.

Microinsurance Innovation Facility (IMF) – Mikroosiguranje je mehanizam za zaštitu siromašnih od rizika kao što su: nesreće, bolest, smrt, prirodna katastrofa) u razmjenu za plaćanje premije osiguranja koja je prilagođena njihovim potrebama, prihodima i nivou rizika.

Postoje i brojna druga određenja pojma mikroosiguranje. U nastavku ćemo pokušati objasniti taj pojam upoređujući mikroosiguranje sa tradicionalnim osiguranjem.

TRADICIONALNO OSIGURANJE I MIKROOSIGURANJE

Mikroosiguranje, kao dio sistema mikrofinansija, predstavlja oblik transfera rizika koga karakterišu niske premije i nizak nivo pokrića i prilagođenost ljudima niskih primanja koji nisu zaštićeni tipičnim programima socijalnog osiguranja.¹⁰ Jasno je da sam pojam „mikroosiguranje“ dobio naziv, ne zbog veličine rizika, institucije ili kanala isporuke, već zbog činjenice da je ova vrsta osiguranja prilagođena potrebama ljudi sa nižim primanjima. Mikroosiguranje je namijenjeno osobama koje nemaju pristupa „tradicionalnom“ osiguranju i koje su isključene iz državnih programa socijalnog osiguranja, a često zaposlene u neformalnom sektoru. Suština je u potrebi obezbjeđenja brzog, jeftinog i jednostavnog osiguravajućeg pokrića za pojedince koji raspolažu sa malo finansijskih sredstava.

Mikroosiguranje se zasniva na sličnim, uopšteno prihvaćenim praksama kao i tradicionalno osiguranje, međutim, postoje razlike između tradicionalnog osiguranja i mikroosiguranja. U nastavku dajemo pregled performansi tradicionalnog osiguranja i mikroosiguranja po ključnim važnijim parametrima.

¹⁰ Ristić, Ž., Dinčić, M., Upravljanje socijalnim finansijama, Etno Stil, Beograd, 2010.

insurance premiums, take into account the requirements of regulators in the insurance and pay out claims. Channels of distribution sales service to clients, assist clients in resolving claims and billing claims and collect premiums. Policyholder signs a contract and pays the insurance premium and the insurance can be related to life the contractor and / or his family. In this case occur and the insured or the beneficiaries of insurance, and this is a situation where the policyholder contracted their life insurance and contractual clause stipulated that in the event of his death, the right to have used the funds provided persons stated in the insurance policy. Key role plays micro-insurer and a sales channel. In practice, it is possible that an institution is an underwriter and sales channel. In the case of micro-contractors are usually groups, not individuals. This is due to significantly lower the cost of insurance for an individual.

The micro-sales service, the highest share commercial insurers who specialize in insurance operations, have professional management and have full legitimacy and business. Constantly maintain reserves of insurance, reinsurance companies have access to and provide the best protection for their customers.

Figure 1: The entities in the supply chain microinsurance



TYPES OF MICROINSURANCE

Microinsurance include lower premiums and less coverage and is intended for the segment of the population with lower incomes. Microinsurance products are specifically designed for the market segment of the population with low income and the scope of coverage, premiums, distribution channels, conditions and benefits.

Health insurance proves to be the most wanted microinsurance services as the need for health insurance due to the fact that due to diseases are two types of costs, and direct expenses associated with the treatment and indirect, associated with the fact that in the case of illness a person working would not be able to perform its daily activities which could endanger the entire family, in case of breadwinner.

Tabela 1: Performanse tradicionalnog osiguranja i mikroosiguranja

	Tradicionalno osiguranje	Mikroosiguranje
Klijenti	<ul style="list-style-type: none"> • okruženje niskog rizika • uspostavljena kultura osiguranja 	<ul style="list-style-type: none"> • veća izloženost riziku • niska kultura osiguranja
Distribucioni modeli	<ul style="list-style-type: none"> • prodaju licencirani posrednici i zastupnici ili osiguravajuće kompanije direktno 	<ul style="list-style-type: none"> • prodaju netradicionalni posrednici klijentima koji nemaju iskustva sa osiguranjem
Polise	<ul style="list-style-type: none"> • kompleksna dokumentacija sa brojnim isključenjima 	<ul style="list-style-type: none"> • jednostavan jezik • nekoliko ili bez isključenja • grupne polise
Kalkulacija premije	<ul style="list-style-type: none"> • dobri statistički podaci • određivanje premije bazirano na pojedinačnom riziku 	<ul style="list-style-type: none"> • malo istorijskih podataka • grupno vrednovanje • tržište izuzetno osjetljivo na promjene cijena
Prikupljanje premije	<ul style="list-style-type: none"> • mjesecne do godišnje isplate 	<ul style="list-style-type: none"> • česte i neregularne isplate prilagođene varijabilnim gotovinskim tokovima klijenata
Kontrola rizika osiguranja	<ul style="list-style-type: none"> • limitirana prikladnost • potrebna značajna dokumentacija • medicinski testovi 	<ul style="list-style-type: none"> • široka prikladnost • limitirane ali efektivne kontrole • rizik osiguranja uključen u premije • povezanost sa drugim uslugama (kreditom)
Upavljanje odštetnim zahtjevima	<ul style="list-style-type: none"> • komplikovani procesi • opsežna verifikacija dokumentacije 	<ul style="list-style-type: none"> • jednostavne i brze procedure za male iznose • efikasna kontrola prevara

Izvor: Lloyd's 3600 Risk Insight: Insurance in Developing Countries: Exploring Opportunities in Micro-insurance, Lloyd's and Microinsurance Centre, 2009, str. 7-8.

Iz prikazanih performansi je vidljivo da mikroosiguranje uključuje manje premije i manje pokriće, a što je primjereno siromašnjim slojevima stanovništva. Proizvodi mikroosiguranja su posebno kreirani za tu ciljnu grupu, na što ukazuje: obim pokrića, visina premije, kanali distribucije, uslovi korišćenja i koristi koje mogu imati klijenti.¹¹ Imajući u vidu specifičnost ciljnog tržišta, možemo zaključiti da mikroosiguranje zahtjeva stalnu kreativnost i inovativnost, te brzo prilagođavanje promjenama koje su sve češće i sve većeg intenziteta.

11 McCord, M.J.: Microinsurance: Providing Profitable Risk Management Possibilities for the Low-Income Market, in: Matthaus-Maier, I., Pischke, J.D.: New Partnership for Innovation in Microfinance, Springer-Verlag, Berli, 2008, str. 280.

Life insurance is the most common, and within the life insurance, life insurance of the borrower, due to the fact that it comes to coverage that is among the most wanted. One of the reasons is the fact that most frequent microinsurer in some markets presents itself first to offer life microinsurance products that are related to the loans. Credit life insurance, which provides collateralization credit institutions, and is usually advised as to the types of products that should be started by microinsureres. Most of the available life insurance only covers the borrower's credit institution approved and only a small number of products offered and the coverage of insured families.

Non-profit insurers generally averse to non-life insurance, and most are trying to specialize in health and life insurance. Bearing in mind that the sums insured and premiums low, the cost of the necessary control and at the conclusion of the period of insurance, particularly in terms of achievements and resolve damage claims, to make this kind of insurance coverage is not sustainable.

Market entry to a country by the microinurers, especially commercial insurers, usually start offering simplest, and is currently the most widespread types of insurance - life insurance in case of death of the borrower. After that, gradually introduce other products / services of microinsurance. A number of research studies, however, indicate the crucial importance of health insurance in pour regions and countries. It is a type of insurance that is the most needed, but it also represents the most complex product or service that should be develeped by microinsurer. Most research studies indicate that the health is the first in the list of priorities and only then come to life, property, death and disability due to accident, job security, and more. However, studies also indicate a significant disparity between supply and demand, and the real situation of distribution of certain types of insurance. That is the most widespread life insurance, then the insurance accident, and property of people and at least the user is health insurance.

We offer individual insurance, and insurers are faced with barriers that must be overcome in order to attain the desired level of development of microinsurance operations. Some of the possible barriers we have already indicated, and therefore here only to point to the barriers that are particularly characteristic of a particular service microinsurance. Thus, for example. in the case of health microinsurance, a key prerequisite for development is the existence of adequate health infrastructure development. With that in mind, thanks to the poor and the physical and administrative conditions in the health sector in poorer countries, the quality of care is low and manage possible health insurance program is very hard to do. In the field of life insurance, even though the largest share of this type of coverage, the weakness lies in the fact that the dominant share of a life insurance policy the borrower

Mikroosiguranje posmatrano u kontekstu lanca snabdijevanja, podrazumijeva pet tipičnih koraka, odnosno pet tipičnih subjekata lanca snabdijevanja. Na samom početku lanca nalazi se reosiguravajuće društvo, koje garantuje isplatu štete za pokriće katastrofalnih rizika. Osiguravač je nosilac rizika osiguranja. On naplaćuje premije osiguranja, vodi računa o zahtjevima regulatora u oblasti osiguranja i vrši isplatu odštetnih zahtjeva. Kanali distribucije prodaju uslugu klijentima, pomažu klijentima prilikom rješavanja odštetnih zahtjeva i naplati štete i prikupljaju premije osiguranja. Ugovarač osiguranja zaključuje ugovor o osiguranju i plaća premiju, a osiguranje se može odnositi na život ugovarača i/ili članova njegove porodice. U ovom slučaju se javljaju i osiguranici, odnosno korisnici osiguranja, a to je situacija kada je ugovarač osiguranja ugovorio osiguranje svog života, a ugovornom klauzulom odredio da u slučaju njegove smrti, pravo korišćena osiguranih sredstava imaju lica koja je naveo u polisi osiguranja.

Ključnu ulogu u mikroosiguranju imaju osiguravač i kanal prodaje. U praksi je moguće da jedna institucija bude i osiguravač i kanal prodaje. U slučaju mikroosiguranja ugovarači su najčešće grupe, a ne pojedinci. Razlog tome su znatno niži troškovi osiguranja za pojedinca.¹²

U prodaju usluga mikroosiguranja, najveće učešće imaju komercijalni osiguravači koji su specijalizovani za obavljanje poslova osiguranja, raspolažu profesionalnim menadžmentom i posjeduju puni legitimitet i legalitet poslovanja. Stalno održavaju rezerve osiguranja, imaju pristup reosiguravajućim kućama i daju najbolju zaštitu svojim klijentima.

Slika 1: Subjekti u lancu snabdijevanja mikroosiguranja



VRSTE MIKROOSIGURANJA

Mikroosiguranje uključuje manje premije i manje pokriće i namijenjeno je segmentu populacije sa nižim primanjima. Proizvodi mikroosiguranja su posebno dizajnirani za tržišni segment stanovništva niskih primanja i to u pogledu obima pokrića, premija, kanala distribucije, uslova i koristi.

¹² Brown,W.: Microinsurance – The Risk, Perils and Opportunities, in: Hulme, D., Arun, T.: Microfinance: A Reader, Routledge, Oxon, UK, 2009, str. 172.

to essentially protect the institution of creditors in the event of death of the borrower. In the area of property insurance is the biggest barrier to the difficulties of controlling fraud and manipulation.

However, the need to choose different types of services, microinsurance is a constant and is the basis of motivation to solve these problems. Insurers must create an acceptable product for this target group. Both users and insurers must provide its interests and optimum protection against potential risks. To accomplish that, the micro-business and risks must be effectively managed. Bearing in mind that the microinsurance innovation and often expressed a lack of confidence in the service, microinsurers must invest resources in the education of potential beneficiaries. In certain situations, the application of existing risk management policies may be appropriate, however, the key to the development of different types of microinsurance services is, in addition to the constant presence and the need for innovation, simplicity. The microinsurance services must be offered with relatively low premiums, low damage claims, which is why, transaction costs should be minimal. In order to achieve this it is necessary to develop highly efficient services, means of distribution policies, collecting premiums and claims resolution. Products and services must be adapted to micro-financial situation, local customs and culture, as suggested by the numerous examples of the global insurance market.

Below, we will elaborate in detail the key types of microinsurance

HEALTH INSURANCE

Health insurance, as emphasized in all research proves to be the most microinsurance services. So a significant need for health insurance due to the fact that due to diseases are two types of costs, some are direct and expenses associated with the treatment, while others are indirect and related to the fact that in the case of illness a person working would not be able to perform their daily activities that would jeopardize the whole family, if it is a breadwinner. Although the development of health insurance in the micro-insurance linked to existing health infrastructure, problems can largely be solved by the existence of microinsurance. For the sake of economic and social importance, and strong demand, health microinsurance is gradually becoming more and more of interest to insurers. A key problem for faster development of health microinsurance is adverse selection risk and the presence of immoral tendencies.

Zdravstveno osiguranje se potvrđuje kao najtraženija usluga mikroosiguranja jer potreba za zdravstvenim osiguranjem proizilazi iz činjenice da uslijed bolesti nastaju dvije vrste troškova, direktni i povezani sa izdacima za liječenja i indirektni i povezani sa činjenicom da u slučaju bolesti osoba koja radi ne bi mogla da obavlja svoje svakodnevne aktivnosti što bi ugrozilo čitave familije, ukoliko je reč o hraniocu porodice.¹³

Životno osiguranje je najzastupljenije, a u okviru životnog osiguranja osiguranje života korisnika kredita, upravo zbog činjenice što je riječ o pokriću koje spada među najtraženije. Jedan od razloga je i činjenica da se najčešće mikroosiguravači na pojedinim tržištima pojavuju prvo sa ponudom proizvoda životnih mikroosiguranja koji se vezuju za kredite. Kreditno životno osiguranje, koje omogućava kolateralizaciju kreditnim institucijama, se najčešće i savjetuje kao vrsta proizvoda sa kojom treba da startuju mikroosiguravači. Većina raspoloživih osiguranja života korisnika kredita pokriva samo instituciju koja je kredit odobrila, a samo mali broj ovih proizvoda nudi i pokriće familijama osiguranih.

Neprofitni osiguravači uglavnom izbjegavaju neživotna osiguranja i na stope najčešće da se specijalizuju za zdravstvena i za životna osiguranja. Imajući u vidu da su sume osiguranja i premije male, troškovi neophodnih kontrola prilikom zaključenja i u toku trajanja osiguranja, a naročito u uslovima ostvarenja šteta i rešavanja odštetnih zahtjeva, čine da ova vrsta osiguravajućeg pokrića nije dugoročno održiva.

Ulazak na tržište određene zemlje mikroosiguravači, a posebno komercijalni osiguravači, obično počinju ponudom najendostavnijeg, a i trenutno najrasprostranjenije vrste osiguranja - osiguranja života za slučaj smrti korisnika kredita. Nakon toga se postepeno uvode drugi proizvodi/usluge mikroosiguranja. Brojne istraživacke studije, međutim, ukazuju na krucijalan znacaj zdravstvenog osiguranja u siromšnjim regionima i zemljama. Rijec je o vrsti osiguranja koja je najpotrebnija ljudima, ali istovremeno predstavlja i najkompleksniji proizvod, odnosno uslugu koju mikroosiguravači treba da razviju. Većina istraživackih studija ukazuje da je zdravstveno stanje na prvom mjestu u listi prioriteta a tek nakon toga dolaze život, imovina, smrt uslijed nezgode i invalidnost, sigurnost posla, pa ostalo. Međutim, istraživanja takođe ukazuju na značajan disparitet između tražnje i ponude, odnosno realnog stanja rasprostranjenosti pojedinih vrsta osiguranja. Tako je najrasprostranjenije životno osiguranje, zatim osiguranje nezgode, pa imovine a najmanje ljudi je korisnik zdravstvenog osiguranja.

U ponudi pojedinih vrsta osiguranja osiguravači se suočavaju sa barijera koje trebaju biti prevaziđene kako bi se dostigao željeni stepen razvo-

13 Njegomir, V., Mikroosiguranje, Industrija 3/2011, Beograd, 2011, str. 295-312.

LIFE INSURANCE

Life insurance is the most common format of microinsurance, within life insurance life insurance of the borrower, and that is because of the fact that it comes to coverage that is among the most wanted, it is relatively easy to determine the size of the premium, to a large extent there is no danger from the presence of fraud and moral hazard, can be easily connected to other products within microfinance. Occurrence of an insured event is undeniable. This insurance provides Collateralization credit institutions, it is often advised as the types of products that should start mikroosiguravači. A life insurance coverage is relatively interesting in all countries where there is the presence of microinsurance institutions with the exception of West Africa. However, life insurance services that are long-term ones, as a rule, do not fulfill their function given to people with low incomes are particularly vulnerable to the negative effects of factors such as devaluation, inflation, the early termination of contracts and the like.

PENSION INSURANCE

Pension microinsurance as a kind of long-term insurance is not widely applied anywhere except in China and India, where two institutions (All China Federation of Trade Unions in China and the Life Insurance Corporation of India in India) providing coverage for more than twenty million people. In Bosnia and Herzegovina, this type of insurance is completely undeveloped. In the Republic of Srpska is established Pension Reserve Fund, but the effects of its existence and operations are not visible yet.

INSURANCE AGAINST ACCIDENTS

The situation is similar to insurance against accidents, which is also the most developed in South Asia. The number of products that provide this type of coverage is the smallest, and is offered exclusively commercial insurers, which, due to limitation of risk this type of coverage is often used as the services you are entering a particular market.

PROPERTY INSURANCE

Finally, property insurance is the least represented and given the slightest demand manifested in this type of coverage. Non-profit insurers generally avoid non-life insurance and trying, mostly, to specialize in health and life insurance. Bearing in mind that the sums insured and premiums low, the cost of the necessary control and at the conclusion of the period of insuran-

ja poslova mikroosiguranja. Na neke od mogućih barijera smo već ukazali, te stoga ovde ukazujemo samo na barijere koje su posebno karakteristične za pojedine usluge mikroosiguranja. Tako, npr. u slučaju zdravstvenog mikroosiguranja, ključni preduslov za razvoj jeste postojanje adekvatne zdravstvene infrastrukture. Imajući to u vidu, zahvaljujući lošim i fizickim i administrativnim uslovima u zdravstvenom sektoru siromašnijih zemalja, kvalitet zdravstvene njegе je na niskom nivou a upravljanje mogućim programima zdravstvenog osiguranja veoma teško izvodljivo. U oblasti životnog osiguranja, i pored najvećeg učešćа ove vrste pokrićа, slabost je u činjenici da dominantno učešće ima životno osiguranje korisnika kredita koje suštinski štiti instituciju kreditora za slučaj smrti korisnika kredita. U oblasti imovinskih osiguranja najveća barijera jeste otežanost kontrolisanja prevara i manipulacija.

Ipak, potreba za raličitim vrstama usluga mikroosiguranja je konstanta i predstavlja osnov motivacije za rješavanje navedenih problema. Osiguravači moraju kreirati prihvatljive proizvode za ovu ciljnu grupu. I korisnici i osiguravači moraju obezbijediti ostvarenje svojih interesa i optimalnu zaštitu od mogućih rizika. Da bi se u tome uspjelo, poslovima u mikroosiguranju i rizicima se mora efikasno upravljati. Imajući u vidu da je mikroosiguranje novina i često postoji izraženo nepoverenje u ovu uslugu, mikroosiguravači moraju uložiti sredstava u obrazovanje potencijalnih korisnika usluga. U određenim situacijama primjena postojećih politika upravljanja rizikom može biti odgovarajuća, međutim, ključ za razvoj razlicitih vrsta usluga mikroosiguranja jeste, pored konstantnog prisustva i potrebe za inovacijama, jednostavnost. Naime, usluge mikroosiguranja moraju biti ponuđene sa relativno malim premijama, malim odštetnim zahtjevima, radi čega i transakcioni troškovi moraju biti minimalni. Da bi se to ostvarilo potrebno je razvijati visoko efikasne usluge, načine distribucije polisa, prikupljanja premija i rješavanja odštetnih zahtjeva. Proizvodi i usluge u mikroosiguranju moraju biti prilagođeni platežnoj sposobnosti, lokalnim običajima i kulturama, na šta upućuju brojni primjeri sa globalnog tržišta osiguranja.

U nastavku ćemo pobliže elaborirati ključne vrste mikroosiguranja.

ZDRAVSTVENO OSIGURANJE

Zdravstveno osiguranje, kao što je naglašeno, u svim istraživanjima se potvrđuje kao najtraženija usluga mikroosiguranja. Toliko značajna potreba za zdravstvenim osiguranjem proizilazi iz činjenice da uslijed bolesti nastaju dvije vrste troškova, jedni su direktni i povezani sa izdacima za liječenje, a drugi su indirektni i povezani sa činjenicom da u slučaju bolesti osoba koja radi ne bi mogla da obavlja svoje svakodnevne aktivnosti što bi ugrozilo

ce, particularly in terms of achievements and resolve damage claims, to make this kind of insurance coverage is not sustainable. Most species in the area of property insurance is insurance of crops and fruits, livestock insurance and insurance of houses and apartments, although in recent years there is a recognition of the need for protection from the risk of disaster. Due to weak purchasing power of the population and low income, this insurance is not on the list of priorities of the population in Bosnia and Herzegovina and the Republic of Srpska

CONCLUSION

Insurance is shown as a factor to improve the overall economic activities of society by strengthening the financial stability and social security, expanding range of economic activities and improving the efficiency of risk management .. That, in essence, contributing to the financial stability of individuals, businesses and the entire community. Long-term outlook for life insurers are extremely positive, in light of the expected global impact that an aging population will have on the demand for life insurance products. In addition, as governments of different countries would be under pressure to reduce the budget deficit, it is possible to opt for a reduction of expenditures that go for the older population. This fact can lead to an increase in demand for private solutions for pensions, insurance covering disability, illness and produce life or long term care. Microinsurance provides financial compensation in case of damage and avoiding other cost-ineffective mechanisms for protection from damage, which ultimately results in the origin of poverty reduction. Commercial insurers are showing more interest in the affairs of microinsurance, the possibilities of profit and other benefits. In developed economies, the majority of people in developed countries with access to quality and variety of financial services such as mortgage and consumer loans, investment and pension funds and insurance, accept it as a given. From the other side, in developing countries, particularly the least developed or so. third world countries, access to financial services offered by formal financial institutions is very limited or even completely inaccessible. The main reason for this lies in the understanding of traditional financial institutions to people weaker financial opportunities are less attractive customers. Entering the financial markets mikroosiguravači, especially commercial insurers start offering simplest and currently most widespread types of insurance - life insurance in case of death of the borrower, and then gradually introduce other products and services microinsurance. Nonprofit mikroosiguravači, generally averse to non-life insurance and often specialize in health and life insurance. In the current practice of development of micro,

čitave porodice, ukoliko je riječ o hraniocu porodice. Iako je razvoj zdravstvenog osiguranja u okviru mikroosiguranja vezan za postojeću zdravstvenu infrastrukturu, problemi u velikoj mjeri mogu biti riješeni postojanjem mikroosiguranja.¹⁴ Radi ekonomskog i socijalnog značaja i snažne tražnje, zdravstveno mikroosiguranje postepeno postaje sve veći predmet interesovanja osiguravača. Ključan problema bržeg razvoja zdravstvenog mikroosiguranja jeste negativna selekcija rizika i prisustvo nemoralnih tendencija.

ŽIVOTNO OSIGURANJE

Životno osiguranje je najzastupljeniji format mikroosiguranja, a u okviru životnog osiguranja osiguranje života korisnika kredita, a to je upravo zbog činjenice što je riječ o pokriću koje spada među najtraženije, relativno je lako odrediti velicinu premije, u velikoj mjeri ne postoji opasnost od prisustva prevara i moralnog hazarda, može biti lako povezano sa ostalim proizvodima u okviru mikrofinansijske sezone. Nastanak osiguranog slučaja je nesporan. Ovo osiguranje omogućava kolateralizaciju kreditnim institucijama, pa se najčešće i savjetuje kao vrsta proizvoda sa kojom treba da počnu mikroosiguravači.¹⁵ Usluge osiguravajućeg pokrića života su relativno interesantne u svim zemljama gdje postoji prisustvo mikroosiguravajućih institucija uz izuzetak Zapadne Afrike. Međutim, usluge životnog osiguranja koje su dugoročnog karaktera, po pravilu ne ispunjavaju svoju funkciju s obzirom da ljudi sa nižim primanjima su posebno izloženi negativnom dejstvu faktora kao što su devalvacija, inflacija, rani prekid zaključenih ugovora i sl.

PENZIONO OSIGURANJE

Penziono mikroosiguranje kao vrsta dugorocnog osiguranja nije značajnije zastupljeno nigdje osim u Kini i Indiji, gdje dvije institucije (All China Federation of Trade Unions u Kini i Life Insurance Corporation of India u Indiji) obezbjeđuju pokriće za više od dvadeset miliona ljudi. U Bosni i Hercegovini je ovaj vid osiguranja potpuno nerazvijen. U Republici Srpskoj je osnovan Rezervni penzionalni fond, ali efekti njegovog postojanja i poslovanja još nisu vidljivi.

14 Armendariz, B., Morduch, J.: *The Economics of Microfinance*, Massachusetts Institute of Technology, Cambridge, MA, 2010, str. 197-198.

15 Churchill, F.C., Liber, D., i drugi: *Making Insurance Work for Microfinance Institutions: A Technical Guide to Developing and Delivering Microinsurance*, International Labour Office, Geneva, 2003, str. 4.

spotted the biggest constraints in product development and application of cost-rational model. For sustainable development of micro podrebni are simple and affordable microinsurance products, available to a large number of people, the administrative simplified and efficient in the process of liquidation of adverse events. Finally, we believe that in Bosnia and Herzegovina and the Republic of Srpska there is a corresponding potential for the development of products and / or services in the field of microinsurance. Microinsurance market development favors the correct legislative and legal framework, as well as the existence of regulators in this area. Regulations are largely harmonized with the regulations of the countries in the region and the developed European and other countries. The development of microinsurance can and should be a function of recession and crisis stabilization effect, hedging the most vulnerable part of the population, and finally the function generator more efficient economic activity.

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OSIGURANJE OD POSLJEDICA NESREĆNOG SLUČAJA

Slična je situacija i sa osiguranjem od posljedica nesrećnog slučaja, koje je takođe najrazvijenije u Južnoj Aziji. Brojnost proizvoda koji obezbjeđuju ovu vrstu pokrića je najmanja, a nude je isključivo komercijalni osiguravači, koji zbog limitiranost rizika ovu vrstu pokrića koriste često kao usluge sa kojima ulaze na određeno tržište.

OSIGURANJE IMOVINE

I na kraju, imovinsko osiguranje je najmanje zastupljeno imajući u vidu i najmanju tražnju ispoljenu za ovom vrstom osiguravajućeg pokrića. Ne-profitni osiguravači uglavnom izbjegavaju neživotna osiguranja i nastoje, najčešće, da se specijalizuju za zdravstvena i životna osiguranja. Imajući u vidu da su sume osiguranja i premije male, troškovi neophodnih kontrola prilikom zaključenja i u toku trajanja osiguranja, a naročito u uslovima ostvarenja šteta i rješavanja odštetnih zahtjeva, čine da ova vrsta osiguravajućeg pokrića nije dugoročno održiva. Najtraženije vrste u oblasti imovinskog osiguranja su osiguranje usjeva i plodova, osiguranje domaćih životinja i osiguranje kuća i stanova, iako u novije vrijeme postoji i prepoznatljivost potreba za zaštitom od rizika katastrofa. Radi slabe platežne moći stanovništva i niskih primanja, ovo osiguranje nije na listi prioriteta stanovništva u Bosni i Hercegovini i Republici Srpskoj.

ZAKLJUČAK

Osiguranje se pokazalo kao faktor unapređenja opšte ekonomске aktivnosti društva, kroz jačanje finansijske stabilnosti i socijalne sigurnosti, širenje lepeze ekonomskih aktivnosti i unapređenje efikasnosti upravljanja rizicima.. Ono, po svojoj suštini, doprinosi finansijskoj stabilnosti pojedinaca, privrednih subjekata i cjelokupne društvene zajednice. Dugoročne prognoze za osiguravače života su krajnje pozitivne, u svjetlu očekivanog globalnog uticaja, koje će starenje populacije imati na tražnju za proizvodima osiguranja života. Osim toga, kako vlade različitim zemaljama budu bile pod pritiskom smanjenja budžetskog deficitia, može se desiti da se odluče za smanjenje rashoda koji idu za stariju populaciju. Ta činjenica može dovesti do porasta tražnje za privatnim rješenjima za penzije, osiguranja koja pokrivaju invalidnost, teške bolesti i proizvode doživotne ili dugoročne njege.

Mikroosiguranje omogućava finansijsko obeštećenje u slučaju nastanka štete i izbjegavanje drugih troškovno neefikasnih mehanizama zaštite od šteta, što u krajnjem ishodištu ima za rezultat redukovanje siromaštva. Ko-

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19. www.microinsurancefacility.org/our-supported-projects/search
20. www.uncdf.org/english/microfinance

mercialni osiguravači pokazuju sve veće interesovanje u poslove mikroosiguranja, zbog mogućnosti ostvarenja profita ali i drugih koristi.

U razvijenim ekonomijama, većina građana razvijenih zemalja pristup kvalitetnim i raznovrsnim finansijskim uslugama, kao što su hipotekarni i potrošački krediti, investicioni i penzioni fondovi i osiguranje, prihvataju kao nešto što se podrazumijeva. Sdruge strane, u zemljama u razvoju, a posebno najnerazvijenijim ili tzv. zemljama trećeg sveta, pristup finansijskim uslugama koje nude formalne finansijske institucije je veoma ograničen ili, čak, potpuno nedostupan. Osnovni razlog za to leži u shvatanju klasičnih finansijskih institucija da ljudi slabijih finansijskih mogućnosti predstavljaju manje atraktivne klijente.

Ulazak na finansijska tržišta mikroosiguravači, a posebno komercijalni osiguravači započinju ponudom najednostavnijeg a i trenutno najrasprostranjenije vrste osiguranja - osiguranja života za slučaj smrti korisnika kredita, a potom postepeno uvode druge proizvode i usluge mikroosiguranja. Neprofitni mikroosiguravači, uglavnom izbjegavaju neživotna osiguranja i najčešće se specijalizuju za zdravstvena i za životna osiguranja.

U dosadašnjoj praksi razvoja mikroosiguranja, uočena su najveća ograničenja u području razvoja proizvoda i primjene troškovno racionalnih modela. Za održiv razvoj mikroosiguranja podrebni su jednostavni i pristupačni proizvodi mikroosiguranja, dostupni velikom broju ljudi, administrativno pojednostavljeni i efikasni u postupku likvidacije štetnih događaja.

I na kraju, smatramo da i u Bosni i Hercegovini i Republici Srpskoj postoji odgovarajući potencijal za razvoj proizvoda i/ili usluga iz oblasti mikroosiguranja. Razvoju tržišta mikroosiguranja pogoduje korektan zakonodavno-pravni okvir, kao i postojanje regulatora u ovoj oblasti. Propisi su, uglavnom, harmonizovani sa propisima zemalja u okruženju i razvijenih evropskih i drugih zemalja. Razvoj mikroosiguranja može i treba biti u funkciji stabilizacije recessionih i kriznih posljedica, zaštite od rizika najugroženijeg dijela stanovništva, i konačno u funkciji generatora efikasnije privredne aktivnosti.

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SUPPORT POLICIES FOR THE DEVELOPMENT OF SMALL AND MEDIUM ENTERPRISES IN EUROPEAN UNION

Saša Čekrlja¹; Armin Kovači

ABSTRACT

Small and medium enterprises are the most dominant enterprises in the European Union. Main objective of this paper is to analyse support policies for development of small and medium enterprises in Member States of the European Union. The European Union has an objective to become leading economic power in the world and plans to use flexibility and innovativeness of small and medium enterprises to achieve this objective. Its main competitors are the United States of America, China, Japan and Russia. European Union has created Small Business Act which aims to improve a complete approach to small and medium enterprises. Models of achieving development of small and medium enterprises vary between Member States. If all these measures create expected result, the European Union can expect that small and medium enterprises will become the engine of development and a factor of stability in a time of financial crisis.

Key words: small and medium enterprises, competitiveness, European Union, policy, strategy

INTRODUCTION

Small and medium enterprises are the most numerous businesses in all economies of the world. Small and medium enterprises are not big and powerful as large companies, but have certain features which can use to outperform large companies. These companies employ the largest number of people and therefore affect the realization of one of the macroeconomic objectives of each economy. These companies are not burdened by internal administrative procedures and that makes them very flexible and unmatched in innovation. European Union uses small and medium enterprises as one of instruments to achieve its main overall objective, which is to become the most competitive economy in the world. In order to achieve that objective,

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POLITIKE POTICANJA RAZVOJA MALIH I SREDNJIH PREDUZEĆA U EUROPSKOJ UNIJI

Saša Čekrlja¹; Armin Kovači

Sažetak

Mala i srednja preduzeća su najdominantnija vrsta preduzeća u Evropskoj uniji. Osnovni cilj ovog rada jeste da analizira politike poticanja razvoja malih i srednjih preduzeća u državama članicama Evropske unije. Evropska unija ima za cilj da postane vodeća ekonomска sila u svijetu i planira da koristi fleksibilnost i inovativnost malih i srednjih preduzeća kako bi postigla taj cilj. Njeni glavni konkurenti su Sjedinjene Američke Države, Kina, Japan i Rusija. Evropska unija je kreirala Dokument o malom biznisu koji teži ka usavršavanju zaokruženog pristupa malim i srednjim preduzećima. Model postizanja razvoja malih i srednjih preduzeća varira između pojedinih država članica. Ako sve ove mјere dovedu do očekivanog rezultata, Evropska unija može očekivati da mala i srednja preduzeća postanu pokretač razvoja i faktor stabilnosti u vrijeme finansijske krize.

***Ključne riječi:** mala i srednja preduzeća, konkurentnost, Evropska unija, politika, strategija*

Abstract

Small and medium enterprises are the most dominant enterprises in the European Union. Main objective of this paper is to analyse support policies for development of small and medium enterprises in Member States of the European Union. The European Union has an objective to become leading economic power in the world and plans to use flexibility and innovativeness of small and medium enterprises to achieve this objective. Its main competitors are the United States of America, China, Japan and Russia. European Union has created Small Business Act which aims to improve a complete approach to small and medium enterprises. Models of achieving development of small and medium enterprises vary between Member States. If all these measures create expected result, the European Union can expect

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European Union has created a series of instruments aimed at fostering development of small and medium enterprises.

DEFINITION AND IMPORTANCE OF SMALL AND MEDIUM ENTERPRISES

In the European Union (EU), small and medium enterprises are defined as enterprises that employ less than 250 employees and are independent from large enterprises. An additional criteria is that they realise annual turnover up to 50 million euro and an annual balance sheet larger than 43 million euro. SMEs can be divided in three different groups:

- Micro-enterprises employing up to 10 employees
- Small businesses employing 10-49 employees
- Medium enterprises employing 50-249 employees

According to statistical data these enterprises are the most dominant enterprises in European Union. 23 million SMEs are doing business in European Union, which makes 99,8% of all enterprises. They generate 70% of total employment and 57,6% of added value.²

PROBLEMS AND POLICIES AIMED AT SUPPORTING DEVELOPMENT OF SMALL AND MEDIUM ENTERPRISES IN EUROPEAN UNION

The European Union has an objective to become leading economic power in the world. Its main competitors are the United States of America (USA), China, Japan and Russia. Small and medium enterprises of the European Union are at disadvantage, in relation to small and medium enterprises of the USA, by a number of factors:

- lower productivity,
- less cooperation with large enterprises,
- slower growth and
- less innovation.

The next graph shows problems and their importance in doing business for EU small and medium enterprises.

² European Commission, *Putting Small Businesses First*, Brussels 2008, page 8

that small and medium enterprises will become the engine of development and a factor of stability in a time of financial crisis.

Key words: small and medium enterprises, competitiveness, European Union, policy, strategy

UVOD

Mala i srednja preduzeća predstavljaju najbrojnije poslovne subjekte u svim privredama svijeta. Ona možda nisu velika i moćna poput velikih preduzeća, ali posjeduju određene karakteristike po kojima nadmašuju velika preduzeća. To su preduzeća koja zapošljavaju najveći broj stanovništva i time utječu na ostvarivanje jednog od makroekonomskih ciljeva svake privrede, Ova preduzeća nisu opterećena internim administrativnim procedurama i to ih čini fleksibilnim i bez premca u inovacijama. Europska unija koristi mala i srednja preduzeća kao jedan od osnova ostvarivanja njenog osnovnog cilja, a to je postati najkonkurentnija ekonomija svijeta. Uzimajući u obzir važnost malih i srednjih preduzeća i ciljeve Europske unije, kreiran je niz instrumenata namijenjenih poticanju razvoja malih i srednjih preduzeća

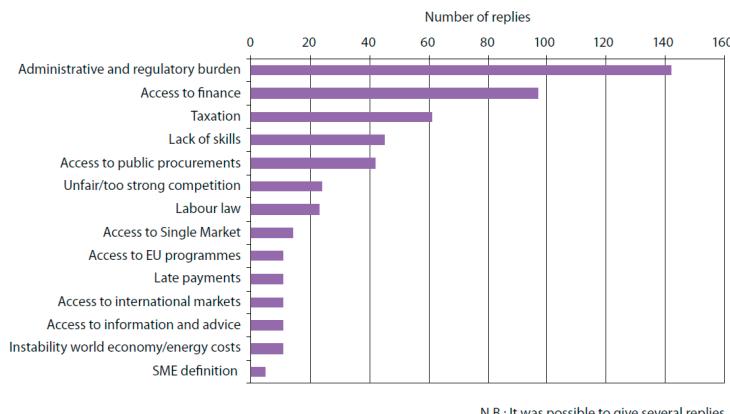
DEFINICIJA I VAŽNOST MALIH I SREDNJIH PREDUZEĆA

U Europskoj uniji mala i srednja preduzeća se definiraju kao ona koja zapošljavaju manje od 250 zaposlenih i nezavisni su od velikih preduzeća. Dodatni kriterij je da ostvaruju godišnji promet do 50 miliona eura i godišnji obim bilansa do 43 miliona eura. Mala i srednja peduzeća se mogu podijeliti u tri skupine:

- mikro preduzeća koja zapošljavaju do 10 zaposlenih,
- mala preduzeća koja zapošljavaju od 10 do 49 zaposlenih i
- srednja preduzeća koja zapošljavaju od 50 do 249 zaposlenih.

Riječ je o poslovnim subjektima koji su najdominantniji u Europskoj uniji. Dovoljno o tome govore podaci o njihovom broju, dodatnoj vrijednosti i zaposlenosti koju stvaraju. Postoje 23 miliona malih i srednjih preduzeća u Europskoj Uniji, što čini 99,8 % svih preduzeća. Oni stvaraju 57,6 % dodane vrijednosti. 70% zaposlenih u Europskoj uniji radi u malim i srednjim preduzećima.²

² European Commision, Putting Small Businesses First, Brussels 2008, str. 8

Graph 1: Problems in doing business for EU small and medium enterprises

Source: European Commision, *Putting Small Businesses First*, Brussels 2008, page 8

European Union has created Small Business Act (SBA) which aims to improve a complete approach to small and medium enterprises. The main objective of SBA is to make EU the most attractive area in the world for small and medium enterprises. This policy is based on good cooperation between European Commision and Member States. European Commision defined ten basic principles in SBA:³

1. create an environment in which entrepreneurs and family businesses can thrive and entrepreneurship is rewarded,
2. ensure that honest entrepreneurs who have faced bankruptcy quickly get a second chance,
3. design rules according to the “think small first” principle,
4. make public administrations responsive to SMEs’ needs,
5. adapt public policy tools to SME needs: facilitate SMEs’ participation in public procurement and better use state aid possibilities for SMEs,
6. facilitate SMEs’ access to finance and develop a legal and business environment supportive to timely payments in commercial transactions,
7. help SMEs to benefit more from the opportunities offered by the single market,
8. promote the upgrading of skills in SMEs and all forms of innovation,
9. enable SMEs to turn environmental challenges into opportunities and
10. encourage and support SMEs to benefit from the growth of markets.

³ European Commision, *Small Business Act*, Brussels, 2008., page 3-7

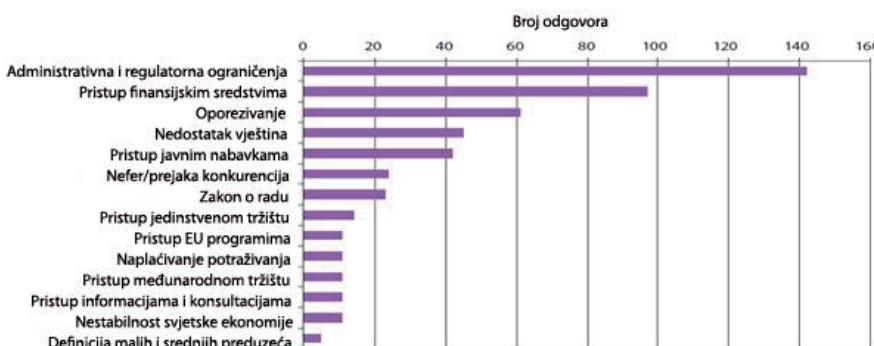
PROBLEMI I POLITIKE POTICANJA RAZVOJA MALIH I SREDNJIH PREDUZEĆA U EU

Europska unija želi postati vodeća ekonombska sila. Njeni glavni konkurenenti su Sjedinjene Američke Države (SAD), Kina, Japan i Rusija. Mala i srednja preduzeća Europske unije (EU) su u zaostatku u odnosu na mala i srednja preduzeća SAD-a po nizu faktora:

- niža produktivnost,
- manja saradnja sa velikim preduzećima,
- sporiji rast i
- manja inovativnost.

U narednom grafu je prikazana važnost koju EU preuzetnici daju pojedincim problemima u poslovanju.

Grafik 1: Najveći problemi sa kojim se susreću mala i srednja preduzeća u EU



Izvor: European Commission, Putting Small Businesses First, Brussels 2008, str. 8

Europska unija je kreirala Small Business Act kojim se namjerava poboljšati cijelokupni pristup prema malim i srednjim preduzećima. Cilj je učiniti Europsku Uniju najpogodnijim prostorom za poslovanje malih i srednjih preduzeća na svijetu. Ova politika se temelji na suradnji Komisije i zemalja članica. Ovim okvirnim dokumentom definisano je deset principa kojima se treba voditi pri ostvarivanju zacrtanih ciljeva na razini Europske Unije:³

1. kreirati okruženje u kojem preuzetnici i porodična peduzeća mogu uspjeti i u kojem se preuzetništvo nagrađuje,
2. osigurati da pošteni preuzetnici koji su doživjeli bankrot brzo dobiju novu šansu,
3. dizajnirati pravila prema think small first principu,

³ European Commision, *Small Business Act*, Brussels, 2008., str. 3-7

The most important principles during financial crisis are those related to development of managerial skills, self-employment, administrative burden reduction, improvement of financial environment and a second chance for entrepreneurs who have faced bankruptcy.

DEVELOPMENT OF MANAGERIAL SKILLS

At the European Council in 2000th in Lisbon, Member States have adopted a strategy named “Lisbon Partnership for Growth and Jobs”. It focuses on importance of managerial skills in development of small and medium enterprises. The establishment and development of small and medium enterprises are very important for jobs creation and economic development. Managerial capacity refers to four main areas of managerial knowledge:⁴

- strategic management.
- leadership,
- willingness to establish partnerships and
- attitude towards investment period and required competencies.

Strengthening managerial capacity can be achieved by courses (classroom teaching and distance learning), on the job training, seminars, access to consulting and mentoring services. Measures to strengthen the management capacity differ between Member States. Strengthening managerial capacity can be achieved on the job training, courses in the form of classroom teaching and distance learning, seminars, access to consulting and mentoring services. Measures to strengthen the management capacity differ between Member States. In some countries there are associations of small and medium enterprises. Finnish Association of SMEs gives its members access to a database which contained resumes and references of consultants. The Norwegian Association provides grants over 10,000 euro intended for managers.⁵ These managers use grants to attend four-day courses in which they acquire knowledge about entrepreneurship, basic strategy, accounting, marketing and legislation. In many Member States there are trainings and consulting for managers. There is no high demand because of problems related to a lack of time and substitute employees who would be responsible while managers are on training.

E-learning has an increasingly important role in modern business. In modern business e-learning occupies an increasingly important role. Expe-

4 European Commission Directorate-General for Enterprise and Industry, *Final Report of the Expert Group on Management Capacity Building*, Brussels 2006, page 10-12

5 European Commission Directorate-General for Enterprise and Industry, *Final Report of the Expert Group on Management Capacity Building*, Brussels 2006, page 14-17

4. napraviti javnu administraciju koja odgovara potrebama malih i srednjih preduzeća,
5. prilagoditi alate javne politike potrebama malih i srednjih preduzeća,
6. povećati raspoloživa finansijska sredstava za mala i srednja preduzeća i razviti legalno i poslovno okruženje u kojem se na vrijeme plaćaju obaveze,
7. pomoći malim i srednjim preduzećima da iskoriste pozitivne strane jedinstvenog tržišta,
8. promovirati nadogradnju vještina u malim i srednjim preduzećima i svih vrsta inovacija,
9. oposobiti mala i srednja preduzeća da okolišne izazove pretvore u šanse i
10. ohrabriti i podržati mala i srednja preduzeća da izvuku korist od rasta tržišta.

U uslovima finansijske krize posebno su važni principi koji se odnose na razvoj menadžerskih vještina, poticanje samozapošljavanja, smanjenje administrativnog tereta, poboljšanje finansijskog okruženja.

RAZVOJ MENADŽERSKIH VJEŠTINA

Na sjednici Europskog Vijeća 2000. godine u Lisabonu zemlje članice su usvojile strategije pod nazivom Lisabonsko partnerstvo za rast i poslove. Njome se naglašava važnost vještina menadžera za rast malih i srednjih preduzeća. Stvaranje i razvoj malih i srednjih preduzeća su važni za stvaranje zaposlenosti i ekonomski rast. Menadžerski kapacitet se odnosi na četiri područja znanja menadžera, vlasnika ili nadležnog:⁴

- strateški menadžment,
- razumijevanje vođenja preduzeća,
- volja za uspostavljenjem partnerstva i
- stav prema vremenu investiranja i potrebnim kompetencijama.

Jačanje menadžerskog kapaciteta se može ostvariti treningom na poslu, kursevi u obliku razredne nastave i učenja na daljinu, seminara, pristupa konsultantskim i mentorskim uslugama. Mjere jačanja menadžerskih kapaciteta se razlikuju između zemalja članica. U nekim zemljama postoje udruženja malih i srednjih preduzeća. Finsko udruženje malih i srednjih preduzeća svojim članovima daje pristup bazi podataka u kojoj su sadržane biografije i reference konsultanata koje mogu koristiti. Norveško udruženje daje gran-

⁴ European Commission Directorate-General for Enterprise and Industry, *Final Report of the Expert Group on Management Capacity Building*, Brussels 2006, str. 10-12.

riences related to e-learning are different from country to country. It depends on the general use of the Internet and new information and communication technologies. This type of learning has been developed in Finland and Austria, where Internet usage is higher, while it is not developed in Hungary and Greece. In Finland, the cooperation of the state and the universities was used to build a network of virtual learning. In Austria, over a thousand managers annually benefits from learning over the Internet (over 200 managerial e-courses). In Poland, learning through the Internet is used in the area of financial management and the establishment of the company. Norway has launched a program aimed at improvement of innovation potential of Norwegian SMEs. Training is done through workshops and the Internet.

According to data from 2003th, 80% of SMEs use services of training for their employees. 18% of companies employing up to ten employees has a plan for improvement.⁶ Member States use legal provisions to increase training in small and medium enterprises. In France, companies employing more than ten employees must invest in employees amounting to 1.5% of the sum of their salary during the year. In Hungary, the 1.5% of salary is invested in national funds for the training of employees. In Ireland, 60% of SMEs has no budget for training of employees, while in Spain the amount spent on training is less than 1% of gross salary.⁷ Some countries require the appropriate degree as part of a procedure of establishment of the company. In Spain, the company can deduct from income tax to 5% if they send their employees to training.

MODELS FOR REDUCTION OF ADMINISTRATIVE BURDEN

Bureaucracy, excessive regulation and red tape represent a limitation factor for the development and growth of small and medium enterprises. Society needs to regulate in order to achieve social, environmental and other objectives, but this measure should not be used excessively. In The Lisbon Strategy, the Commission has determined that better administrative environment is a key factor in increasing competitiveness. In 2005th European Commission defined instruments of reducing administrative burden for entrepreneurs at the national level and at the level of the European Union. The objective is to reduce the cost of administrative burdens by 25% by the 2012th year. For example, companies that have up to ten employees pay twi-

⁶ European Commission Directorate-General for Enterprise and Industry, *Final Report of the Expert Group on Management Capacity Building*, Brussels 2006, page 20

⁷ European Commission Directorate-General for Enterprise and Industry, *Final Report of the Expert Group on Management Capacity Building*, Brussels 2006, page 20

tove od 10.000 eura namijenjenih menadžerima.⁵ Na osnovu njih prisustvuju četverodnevnim kursevima na kojim stiču znanja o preduzetništvu, osnovama strategije, računovodstvu, marketingu i zakonodavstvu. U zemljama članicama postoji ponuda treninga i konsultovanja za menadžere. Ne postoji visoka potražnja zbog problema menadžera s nedostatkom vremena i osoba kojim će delegirati odgovornost dok su na treningu.

U savremenom poslovanju e-učenje zauzima sve važniju ulogu. Iskustva vezana za e-učenje se razlikuju od zemlje do zemlje. To zavisi od općenite upotrebe Interneta i novih informacijskih i komunikacijskih tehnologija. Ovaj vid učenja je razvijen u Finskoj i Austriji u kojoj je upotreba Interneta veća, dok je nerazvijen u Mađarskoj i Grčkoj. U Finskoj je saradnjom države i univerziteta izgrađena mreža za virtuelno učenje. U Austriji preko hiljadu menadžera godišnje koristi usluge učenja preko Interneta iz preko 200 menadžerskih kurseva. U Poljskoj se nudi učenje preko Interneta za finansijsko vođenje i osnivanje preduzeća. Norveška je lansirala program iVEL s ciljem poboljšanja inovacijskog potencijala norveških malih i srednjih preduzeća. Obuka se obavlja putem radionica i Interneta.

Prema podacima iz 2003. godine, 80% malih i srednjih preduzeća koriste usluge treninga za svoje zaposlene. 18% preduzeća koji zapošljavaju do deset zaposlenih posjeduje planove za usavršavanje.⁶ Zemlje članice zakonskim odredbama nastoje povećati trening u malim i srednjim preduzećima. U Francuskoj preduzeća koja zapošljavaju preko deset zaposlenih moraju ulagati u zaposlene u iznosu 1,5% sume plata tokom godine. U Mađarskoj se 1,5% plate ulaže u nacionalne fondove za trening zaposlenih. U Irskoj 60% malih i srednjih preduzeća nema budžet za usavršavanje zaposlenih, dok u Španiji iznos potrošen na trening iznosi manje od 1% bruto plata.⁷ Neke zemlje uvode zahtjeve za posjedovanjem odgovarajuće diplome prilikom osnivanja preduzeća. U Španiji se preduzeću može odbiti od poreza na dobit do 5% ako su svoje zaposlene slali na trening.

MODELI SMANJENJA ADMINISTRATIVNOG TERETA

Birokracija, prevelika regulacija ili crvena traka predstavlja jedan od ograničavajućih faktora razvoja i rasta malih i srednjih preduzeća. Društva trebaju regulaciju kako bi ostvarila socijalne, okolišne i druge ciljeve, ali se s njom ne treba pretjerati. U Lisabonskoj strategiji Komisija je utvrdila da je

5 European Commission Directorate-General for Enterprise and Industry, *Final Report of the Expert Group on Management Capacity Building*, Brussles 2006, str. 14.-17.

6 European Commission Directorate-General for Enterprise and Industry, *Final Report of the Expert Group on Management Capacity Building*, Brussles 2006, str. 20

7 European Commission Directorate-General for Enterprise and Industry, *Final Report of the Expert Group on Management Capacity Building*, Brussles 2006, str. 20

ce as much administrative costs per employee than those which have ten to twenty employees, three times more than those which have twenty to fifty employees and five times more than even larger companies.

European Union has established ten models to reduce administrative burdens.

EXCEPTIONS BASED ON SIZE are related to the release of small and medium enterprises to pay part of the administrative obligations. There are two ways to implement this model. The first way exempts companies from liability on the basis of their size, and the other way exempts companies from liability based on the membership in the industry, legal form, etc.

OBLIGATION REDUCTION refers to reduction of the obligations for small and medium enterprises. SME must comply with the regulations, but on a reduced scale. For example, the company must keep the financial statements, but in more general form.

SIMPLIFICATION OF ADMINISTRATIVE OBLIGATIONS refers to the introduction of new ways of fulfilling administrative obligation. For example, the application of the simplified method of calculating income tax, simplified staff registration, e-exchange of documents etc.

TEMPORARY EXEMPTIONS can be applied for a limited period. The company can be excepted of a part administrative liabilities during that period. For example, it can be excepted in the cases of adoption to new legal measures. SMEs can get a longer period to adapt to the new regulations.

ADMINISTRATIVE COORDINATION implies the establishment of one-stop shops in order to achieve savings in time and money of the SMEs. In this way the company can gather information, get advice and fulfill obligations in one place.

INFORMING ABOUT ADMINISTRATIVE RESPONSIBILITIES is implemented by using websites, brochures, manuals and other resources. Small and medium enterprises need information on regulations that are related exclusively to them. This information should be made understandable form SME entrepreneurs. This measure has an effect in savings in time and money.

ELECTRONIC SERVICES have been introduced by many Member States with the aim of saving time and money. Many web sites are created in order to provide information about existing and new regulations. These web sites also provide an option of completing certain forms, registration and establishment procedure over the Internet.

PRIVILEGED TREATMENT OF SMALL AND MEDIUM ENTERPRISES refers to positive discrimination due to their weakness in comparison to large enterprises. Such treatment includes lower fees, faster service (principle of small in- first out) and cheaper or free consulting services.

bolje administrativno okruženje ključni faktor povećanja konkurentosti. 2005. godine utvrđeni su načini smanjenja administrativnih tereta za preduzetnike na nacionalnim nivoima i na nivou Europske unije. Cilj je da se troškovi administrativnog tereta smanje za 25 % do 2012. godine. Npr. preduzeća koja imaju do deset zaposlenih plaćaju dva puta više administrativnih troškova po zaposlenom od onih koji imaju od deset do dvadeset zaposlenih, tri puta više od onih koji imaju od dvadeset do pedeset zaposlenih te pet puta više od još većih preduzeća.

Na nivou Europske unije je utvrđeno deset modela za smanjenje administrativnog tereta.

IZUZECI NA OSNOVU VELIČINE se odnose na oslobođanje malih i srednjih preduzeća plaćanja dijela administrativnih obaveza. Postoje dva načina primjene ovog modela. Prvi izuzima preduzeća od obaveze na osnovu njihove veličine, a drugi na osnovu pripadnosti grani industrije, pravnom obliku itd.

SMANJIVANJE OBAVEZA se odnosi na smanjivanje obima obaveza za mala i srednja preduzeća. Oni moraju poštivati propise, ali u smanjenom obimu. Npr. preduzeće mora čuvati finansijska izvješća, ali u opštijem obliku.

POJEDNOSTAVLJENJE ADMINISTRATIVNIH OBAVEZA se odnosi na uvođenje novih načina ispunjavanja administrativnih obaveza. Npr. korištenje pojednostavljenih načina obračuna poreza na dobit, pojednostavljenja prijava zaposlenih, razmjena dokumentacije elektronskim putem.

PRIVREMENO IZUZIMANJE se može primjeniti na određeni period, prema prigodi i prema veličini preduzeća. Preduzeće se može oslobođiti plaćanja dijela administrativnih obaveza tokom nekog perioda. Ono se može oslobođiti prema prigodi ako je riječ o osnivanju ili ako je riječ o novim mjerama koje se odnose na njega. Može se dati duži period manjim preduzećima da se prilagode novim propisima.

ADMINISTRATIVNA KOORDINACIJA podrazmijeva osnivanje one-stop shopova s ciljem ostvarivanja ušteda u vremenu i novcu preduzeća. Na taj način preduzeće može prikupiti informacije, dobiti savjet i ispuniti obaveze na jednom mjestu.

INFORMIRANJE O ADMINISTRATIVNIM OBAVEZAMA se izvodi web stranicama, brošurama, priručnicima i drugim sredstvima. Mala i srednja preduzeća trebaju informacije o propisima koji se odnose isključivo na njih i one trebaju biti razumljivo napisane. Time se postižu uštede u vremenu i novcu.

ELEKTRONSKI SERVISI su uvedeni od strane mnogih država članica s ciljem postizanja ušteda vremena i novca preduzetnika. Uvedene su web stranice koje pružaju informacije o postojećim i novim regulativama. One

IMPACT ASSESSMENT OF REGULATIONS RELATED TO SMALL AND MEDIUM ENTERPRISES refers to the assessment of the effects of existing and new regulations on small and medium enterprises . The purpose of this policy is to estimate all results of this type of company regulations. Estimates may relate to all companies or to certain types of companies.

IMPROVEMENT OF FINANCIAL ENVIRONMENT OF SMALL AND MEDIUM ENTERPRISES

Small and medium enterprises in any part of the world face the same problem which reflected in access to finance. Investors and banks rarely finance companies that have just established. European Commission has created a range of financial instruments to improve the financial environment for SMEs. For the period between 1998th and 2006th European Commission has secured 744 million euro for 360,000 small and medium enterprises. The framework program for competitiveness and innovation (2007th-2013th) predicted more than a billion euro for this purpose. The plan was to enable 30 billion euro from financial institutions for the 475,000 small and medium enterprises. Based on this instrument, each euro from the budget of the European Union allows investors to provide 6 euro of venture capital or bank to provide loans worth 50 euro.

Financial instruments for development of small and enterprises are divided into:

- funds for the fast-growing and innovative small and medium-sized enterprises which provide venture capital for companies in the establishment phase and those which are developing rapidly and
- guarantee fund for SMEs to encourage banks to approve loans to SMEs

Funds for the fast-growing and innovative small and medium-sized enterprises are divided into:

- GIF1- risk capital for innovative enterprises in the initial development phases and
- GIF2- risk capital for companies which have rapid growth potential.

Guarantee fund for SMEs are divided into:

- guarantees for borrowing through loans and leasing to reduce the difficulties faced by SMEs when borrowing due to higher perceived risk and the amount of collateral,
- guarantees to microcredit loans amounting to 25,000 euro for micro enterprises employing up to 9 employees,

također pružaju mogućnost popunjavanja određenih formulara, registraciju i osnivanje preduzeća preko Interneta.

PRIVILEGOVANI TRETMAN MALIH I SREDNJIH PREDUZEĆA se odnosi na pozitivnu diskriminaciju s obzirom na njihove slabosti u odnosu na velika preduzeća. Takav tretman uključuje niže naknade, bržu uslugu (princip small in-first out) i jeftinije ili besplatno konsultovanje.

PROCJENA UTICAJA REGULATIVA NA MALA I SREDNJA PREDUZEĆA se odnosi na procjenu efekata postojeće i nove regulative na mala i srednja preduzeća. Svrha ove politike je da se procjene svi željeni i neželjeni rezultati regulativa ovu vrstu preduzeća. Procjene se mogu odnositi na sva preduzeća ili na preduzeća određene vrste.

POBOLJŠANJE FINANSIJSKOG OKRUŽENJA ZA MALA I SREDNJA PREDUZEĆA

Problem s kojim se suočavaju mala i srednja preduzeća u bilo kojem dijelu svijeta je pristup finansijama. Investitori i banke rijetko finansiraju preduzeća koja su tek osnovana. Europska Komsija je kreirala niz finansijskih instrumenata s ciljem poboljšanja finansijskog okruženja za mala i srednja preduzeća. Između 1998. i 2006. je osigurano 744 miliona eura za 360.000 malih i srednjih preduzeća. Okvirni program za kompetitivnost i inovacije (2007.-2013.) je predvidio više od milijardu eura za ovu svrhu. Planirano je da se njime omogući 30 milijardi eura od finansijskih institucija za 475.000 malih i srednjih preduzeća. Na osnovu ovog instrumenta, svaki euro iz budžeta Europske Unije omogućava investitorima da osiguraju 6 eura rizičnog kapitala ili banci da osigura 50 eura vrijednosti zajmova.

Finansijski instrumenti za poticanje malih i srednjih preduzeća su podijeljeni na:

- fondove za brzorastuća i inovativna mala i srednja preduzeća kojima se osigurava rizični kapital za preduzeća u osnivanju i ona koja se brzo razvijaju i
- fondove za garancije za mala i srednja preduzeća da bi potakle banke da odobravaju kredite malim i srednjim preduzećima.

Fondovi za brzo rastuća i inovativna mala i srednja preduzeća se sastoje od:

- GIF1- rizični kapital za inovativna preduzeća u početnima fazama i
- GIF2- rizični kapital za preduzeća za velim potencijalom za brz rast.

Fondovi za garancije za mala i srednja preduzeća se sastoje od:

- guarantees for equity and quasi equity investments in start-up capital and innovation for companies employing up to 249 employees and
- guarantees for securitization that will boost financial institutions to give loans to small and medium enterprises.

Except from the Framework Program for Competitiveness and Innovation, small and medium enterprises can get funding through:

- JEREMIE program that promotes better access to finance for small and medium enterprises through the Structural Funds and
- loans from the European Investment Bank for small and medium enterprises.

SECOND CHANCE AFTER BANKRUPTCY

The Lisbon Strategy pays special attention to companies that have failed. According to that, it is necessary to support such enterprises in the following ways:

- public image, education and media,
- legal provisions,
- support to companies that are facing bankruptcy and
- support to owners who restarted their efforts.

The following table shows the measures to be taken, by the Member States, to encourage a new beginning for entrepreneurs who have faced bankruptcy.

- garancija za zaduživanje putem zajmova i leasinga za smanjivanje potencijalnog rizika s kojim se susreću mala i srednja preduzeća prilikom zaduživanja zbog višeg percepiranog rizika i visina zaloga,
- garancija za mikrokredite za zajmova do iznosa 25000 eura za mikro preduzeća koja zapošljavaju do 9 zaposlenih,
- garancija za equiti i kvazi equiti investicije u početni kapital i inovacije za preduzeća koja zapošljavaju do 249 zaposlenih i
- garancija za sekjuritizaciju koje će potaknuti finansijske institucije da daju zajmove malim i srednjim preduzećima.

Osim Okvirnog programa za kompetitivnost i inovacije mala i srednja preduzeća mogu dobiti sredstva putem drugih instrumenata:

- JEREMIE programa koji promovira bolji pristup finansijama malih i srednjih preduzeća putem Strukturnih fondova i
- zajmova Europske investicijske banke za mala i srednja preduzeća.

POSLOVNI KRAH I NOVI POČETAK

Lisabonska strategija posebnu pažnju poklanja preduzećima koja su propala i njihovim vlasnicima. Prema njoj potrebno je podržati takva preduzeća na sljedeće načine:

- javnim imidžom, edukacijom i medijima,
- pravnim odredbama,
- podrškom preduzećima koja su pred bankrotom i
- podrška vlasnicima koji restartaju svoje napore.

U narednoj tabeli su prikazane mjere koje se provode, po zemljama članicama, za poticanje novog početka za preuzetnike koji su bankrotirali. Mjere se dijele na informiranje, kreiranje strategije, poboljšanje publiciteta te vrste preuzetnika, smanjenje ograničenja, povoljniji zakonski tretman takvih preuzetnika, stimuliranje podrške itd. Najveći broj mjera se implementira u Austriji i Ujedinjenom Kraljevstvu, dok se u Slovačkoj, Mađarskoj i Bugarskoj ne provodi nijedna mjera za poticanje novog početka preuzetnika koji su bankrotirali. Samo Austrija ima kreiranu strategiju koja se bavi ovom vrstom preuzetnika.

Table 1: Second chance after bankruptcy measures in Member States

	Y- MEASURES EXIST			(Y)-MEASURES PLANNED/EXIST PARTIALLY					N- NO MEASURES EXIST		
	Information	Overall strategy	Publicity	Reduced restrictions	Better legal treatment for honest bankrupts	Short discharge period	Streamlined proceedings	Stimulate support	Foster links	Discussion within financial sector	Total Y+(Y)
Belgium	N	N	(Y)	(Y)	Y	(Y)	N	N	N	N	4
Bulgaria	N	N	N	N	N	N	N	N	N	N	0
Czech Republic	N	N	N	N	N	N	(Y)	N	N	N	1
Denmark	N	N	N	Y	(Y)	Y	(Y)	N	N	N	4
Germany	(Y)	N	N	Y	Y	(Y)	N	N	N	N	4
Estonia	N	N	N	N	N	(Y)	(Y)	N	N	N	2
Ireland	N	N	N	N	N	Y	Y	N	N	N	2
Greece	N	N	N	Y	(Y)	(Y)	Y	N	N	N	4
Spain	N	N	N	N	Y	Y	Y	N	N	N	3
France	N	N	N	N	(Y)	N	Y	N	(Y)	N	3
Italy	N	N	N	Y	Y	(Y)	(Y)	N	N	N	4
Cyprus	N	N	(Y)	(Y)	N	(Y)	(Y)	N	N	N	4
Latvia	N	N	N	N	N	N	(Y)	N	N	N	1
Lithuania	N	N	N	Y	(Y)	Y	(Y)	N	N	N	4
Luxembourg	N	N	N	N	N	N	N	Y	N	N	1
Hungary	N	N	N	N	N	N	N	N	N	N	0
Malta	N	N	N	(Y)	(Y)	N	N	N	N	N	2
Netherlands	(Y)	N	N	N	(Y)	(Y)	N	N	N	(Y)	4
Austria	N	(Y)	N	(Y)	(Y)	(Y)	Y	(Y)	(Y)	N	7
Poland	N	N	N	N	(Y)	(Y)	Y	N	N	N	3
Portugal	N	N	N	N	N	N	N	N	N	N	0
Romania	N	N	N	(Y)	(Y)	N	Y	N	N	N	3
Slovenia	N	N	N	N	N	(Y)	N	N	N	N	1
Slovakia	N	N	N	N	N	N	N	N	N	N	0
Finland	N	N	N	Y	N	(Y)	Y	Y	N	N	4
Sweden	N	N	N	N	Y	(Y)	Y	N	N	N	3
United Kingdom	N	N	Y	Y	Y	Y	Y	N	N	N	5
Total Y+(Y)	2	1	3	12	15	17	17	3	2	1	

Source: Commission of the european communities, *Overcoming the stigma of business failure – for a second chance policy*, Implementing the Lisbon Partnership for Growth and Jobs, Brussels 2007, page 12

The measures are divided into information campaigns, creating strategies, improvement of publicity, reduction of restrictions, favorable legal treatment of such entrepreneurs, boosting support etc. The greatest number of measures is implemented in Austria and United Kingdom, while in Slovakia, Hungary and Bulgaria there are no measures to encourage new be-

Tabela 1: Mjere koje se implementiraju po zemljama za poticanje novog početka za preduzetnike koji su bankrotirali

	Y- MJERE POSTOJE				(Y)-MJERE SU PLANIRANE/POSTOJE DJELIMIČNO					N- MJERE NE POSTOJE		
	Povećanje informiranosti	Strategija	Poboljšanje publiciteta	Smanjenje restrikcija	Bolji zakonski tretman	skraćenje perioda povratka	Ubrzavanje procedura	Stimuliranje podrške	Održavanje veza	Dogovor sa finansijskim sektorom	Ukupno Y+(Y)	
Belgija	N	N	(Y)	(Y)	Y	(Y)	N	N	N	N	4	
Bugarska	N	N	N	N	N	N	N	N	N	N	0	
Češka	N	N	N	N	N	N	(Y)	N	N	N	1	
Danska	N	N	N	Y	(Y)	Y	(Y)	N	N	N	4	
Njemačka	(Y)	N	N	Y	Y	(Y)	N	N	N	N	4	
Estonija	N	N	N	N	N	(Y)	(Y)	N	N	N	2	
Irska	N	N	N	N	N	Y	Y	N	N	N	2	
Grčka	N	N	N	Y	(Y)	(Y)	Y	N	N	N	4	
Španija	N	N	N	N	Y	Y	Y	N	N	N	3	
Francuska	N	N	N	N	(Y)	N	Y	N	(Y)	N	3	
Italija	N	N	N	Y	Y	(Y)	(Y)	N	N	N	4	
Cipar	N	N	(Y)	(Y)	N	(Y)	(Y)	N	N	N	4	
Latvija	N	N	N	N	N	N	(Y)	N	N	N	1	
Litvanija	N	N	N	Y	(Y)	Y	(Y)	N	N	N	4	
Luksemburg	N	N	N	N	N	N	N	Y	N	N	1	
Mađarska	N	N	N	N	N	N	N	N	N	N	0	
Malta	N	N	N	(Y)	(Y)	N	N	N	N	N	2	
Holandija	(Y)	N	N	N	(Y)	(Y)	N	N	N	(Y)	4	
Austrija	N	(Y)	N	(Y)	(Y)	(Y)	Y	(Y)	(Y)	N	7	
Poljska	N	N	N	N	(Y)	(Y)	Y	N	N	N	3	
Portugal	N	N	N	N	N	N	N	N	N	N	0	
Rumunija	N	N	N	(Y)	(Y)	N	Y	N	N	N	3	
Slovenija	N	N	N	N	N	(Y)	N	N	N	N	1	
Slovačka	N	N	N	N	N	N	N	N	N	N	0	
Finska	N	N	N	Y	N	(Y)	Y	Y	N	N	4	
Švedska	N	N	N	N	Y	(Y)	Y	N	N	N	3	
Ujedinjeno Kraljevstvo	N	N	Y	Y	Y	Y	Y	N	N	N	5	
Ukupno Y+(Y)	2	1	3	12	15	17	17	3	2	1		

Izvor: Commission of the european communities, *Overcoming the stigma of business failure – for a second chance policy*, Implementing the Lisbon Partnership for Growth and Jobs, Brussels 2007, str. 12

ZAKLJUČAK

Europska unija je usmjerila svoje resurse u mala i srednja preduzeća kao instrument ostvarenja njenog cilja ostvarivanja ekonomskog vodstva na

ginning entrepreneurs who have faced bankruptcy. Only Austria has created a strategy to deal with this kind of entrepreneurs.

CONCLUSION

The European Union has focused its efforts to develop small and medium enterprises in order to achieve economic leadership at the global level. The contribution of small and medium enterprises to employment, production and competitiveness cannot be replaced with contribution of large enterprises. At this point the measures implemented in the European Union are coordinated by the European Union and authorities at the national level. Models of achieving development of small and medium enterprises vary between Member States. This dispersion of measures, directed towards the same objective reflects the flexibility that small and medium enterprises provide to the economy as a whole. Without this flexibility, the European Union cannot be competitive to other larger and more integrated economies like United States of America, China, Japan and Russia. If all these measures create expected result, the European Union can expect that small and medium enterprises will become the engine of development and a factor of stability in a time of financial crisis.

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- 5.

globalnom nivou. Doprinos malih i srednjih preduzeća zaposlenosti, proizvodnji i konkurentnosti ne može biti zamijenjen doprinosom velikih preduzeća. U ovom trenutku mjere koje se provode na području Europske unije su koordinirane od strane Europske unije direktno i vlasti na nacionalnom nivou. Načini ostvarivanja ovog cilja se razlikuju između zemalja članica, ali upravo ta raspršenost mjera usmjerena prema istom cilju odražava fleksibilnost koju mala i srednja preduzeća pružaju privredi u cijelini. Bez te fleksibilnosti Europska unija ne može biti konkurentna u odnosu na veće i integriranije ekonomije poput Sjedinjenih Američkih Država, Kine i Rusije. Ako se sve mjere ostvare na željeni način, Europska unija može očekivati da će mala i srednja preduzeća postati motor razvoja i faktor stabilnosti u vremenu finansijske krize.

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COMPARISON OF BANK SUCCESS IN BOSNIA AND HERZEGOVINA AND COUNTRIES IN THE REGION IN 2012.

Zorana Agić¹

Abstract

Do banks in Bosnia and Herzegovina do better or worse job than banks in the region? Is financial parameter on bank success enough? These are the questions posed to every citizen, and economy experts are trying to find the answer to them. This paper is on analyses of bank sector in Bosnia and Herzegovina and in the region, with the aim of giving the answer to the questions previously mentioned; and to indicate the importance of financial analyses which is used for measurement and evaluation of bank business success. Many parameters have been analyzed - number of the banks, balance sum, capital, ownership structure and capital adequacy, credit placement and accumulated deposit, financial result, liquidity and profitability. Still, after these analyze the question remains is it possible to give the right answers. Probably, even after more detailed analyses, one still would not be able to claim which bank system is the best. Every bank system has its bright and dark sides of doing business. It is necessary to overlook them and try to keep the good ones, and improve, or at least moderate the bad ones.

Key words: financial result, bank active, capital, credits, deposits

INTRODUCTION

Banks, as carrier of economic and financial system, have important role in keeping of economic stability in Bosnia and Herzegovina (B&H), thus it is very important for them to respect International Accounting Standards and International Standards for Financial Reporting in creating of financial report. With regular financial analyze and respecting the previously mentioned procedures is the only way how the banks will succeed in increasing their profitability, avoid the problem of illiquidity and improve the quality of their active.

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POREĐENJE USPJEŠNOSTI POSLOVANJA BANAKA U BOSNI I HERCEGOVINI I ZEMLJAMA REGIONA U 2012. GODINI

Zorana Agić¹

Sažetak

Da li banke u Bosni i Hercegovini posluju bolje ili lošije od banaka u regionu? Da li je finansijski rezultat dovoljan parametar uspješnosti poslovanja? Ova pitanja nameću se svakom građaninu, a ekonomski stručnjaci pokušavaju dati odgovore na njih. Rad je posvećen analizi bankarskog sektora BiH i banaka u regionu sa ciljem da se dođe do odgovora na postavljena pitanja i da se ukaže na značaj finansijske analize koja se koristi za mjerjenje i procjenu uspješnosti poslovanja banaka. Analizirani su mnogi parametri – broj banaka, bilansna suma, kapital, vlasnička struktura i adekvatnost kapitala, plasirani krediti i prikupljeni depoziti, finansijski rezultat, likvidnost i profitabilnost, ali pitanje je da li se i nakon ove analize mogu dati pravi odgovori. Vjerovatno se, ni nakon mnogo detaljnije analize ne bi moglo tvrditi koji bankarski sistem je najbolji. Svaki bankarski sektor ima dobre i loše strane poslovanja, te ih je potrebno dobro sagledati i potruditi se da se dobre stvari zadrže, a nedostaci u poslovanju da se isprave ili barem ublaže.

Ključne riječi: finansijski rezultat, aktiva banaka, kapital, krediti, depoziti

Abstract

Do banks in Bosnia and Herzegovina do better or worse job than banks in the region? Is financial parameter on bank success enough? These are the questions posed to every citizen, and economy experts are trying to find the answer to them. This paper is on analyses of bank sector in Bosnia and Herzegovina and in the region, with the aim of giving the answer to the questions previously mentioned; and to indicate the importance of financial analyses which is used for measurement and evaluation of bank business success. Many parameters have been analyzed - number of the banks, balance sum, capital, ownership structure and capital adequacy, credit placement and accumulated deposit, financial result, liquidity and profitability. Still, after these analyze the question remains is it possible to give the right answers. Probably, even after more

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Actuality of this research is in the fact that B&H is, for quite some time, under the influence of world economic crisis and financial crisis which influence the banking sector, and because of insufficient inadequacy of political system has difficult and limited access to financial resources on international market. Similar situation is in the countries of the region. Because of the great influence on bank sector, researches and regular analyzes of banking operation are very important, because that is the only way of avoiding long-term consequences which are usual for the economy of this area. Analyzes results should give the contribution to further development of banking on this area, so it could be closer to models of banking in the world.

OVERVIEW OF RELEVANT LITERATURE

One of the most significant participants in the financial market is banks, through which data collection, concentration, transfer and allocation of financial resources is done. They as the bearers of the economic and financial system, have an important role in maintaining economic stability of every country, and are distinguished by the amount and quality of the assets, business operations, customers, willingness to take risks, the number of branches and outlets, deposit base and capital structure, so it could not be expected their performance to be unique. Regardless to their differences, the undeniable facts that bank business have great influence on the economy production of each country.

Business success can be seen in the financial statements on which bases numerous analyzes are preformed, which as a result have more accurate indicators. Jovic points out that the financial statements represent a kind of signpost indicating the position that banks and other financial institutions had in the past, which we have at present, and in what direction will move in the future.² Stojiljkovic and Krstic claim that the analysis of financial statements presents exhaustive research, quantification, description and assessment of the financial status and performance of the institution.³

Much of the literature shows the importance of the banking sectors for the economy as a whole, noting that each bank business entity that is struggling and trying to increase their profits, stabilizing its growth and development, and increase their participation in the market. The effect of the global economic crisis has hindered the development and operations of the banking sector and reduce the level of profitability, which resulted in a change in business strategy and forced the bank to a more conservative

² Jović, Z., *Menadžment finansijskih institucija*, Univerzitet Singidunum, Beograd, 2008, 36
³ Stojiljković, M., Krstić, J., *Finansijska analiza*, Ekonomski fakultet, Niš, 2000, 12

detailed analyses, one still would not be able to claim which bank system is the best. Every bank system has its bright and dark sides of doing business. It is necessary to overlook them and try to keep the good ones, and improve, or at least moderate the bad ones.

Key words: financial result, bank active, capital, credits, deposits

UVOD

Banke, kao nosioci ekonomsko – finansijskog sistema, imaju važnu ulogu u očuvanju ekonomske stabilnosti Bosne i Hercegovine (BiH), te je veoma važno da one poštuju Međunarodne računovodstvene standarde i Međunarodne standarde finansijskog izvještavanja u izradi finansijskih izvještaja. Samo na taj način, i uz redovnu finansijsku analizu, banke će uspjeti da povećaju svoju profitabilnost, izbjegnu problem nelikvidnosti i povećaju kvalitet svoje aktive.

Aktuelnost istraživanja leži u činjenici da je BiH već izvjesno vrijeme pod uticajem svjetske ekonomske i finansijske krize koja utiče i na bankarski sektor, a zbog nedovoljne usklađenosti političkog sistema ima otežane i ograničene pristupe novčanim sredstvima na međunarodnom tržištu. Slična situacija je i u zemljama regionala. Zbog velikog značaja koji ima bankarski sektor, istraživanja i redovne analize poslovanja banaka veoma su značajne, jer se jedino na taj način mogu izbjegići dugoročne posljedice koje prate ekonomiju ovog prostora. Rezultati analize trebali bi dati doprinos za dalji razvoj bankarstva na ovom prostoru, tako da se ono približi modelima svjetskog bankarstva.

PREGLED RELEVANTNE LITERATURE

Jedan od najznačajnijih učesnika na finansijskom tržištu su banke, preko kojih se vrši prikupljanje, koncentracija, transfer i alokacija finansijskih resursa. One, kao nosioci ekonomsko-finansijskog sistema, imaju važnu ulogu u očuvanju ekonomske stabilnosti svake države, a međusobno se razlikuju po visini i kvalitetu aktive, poslovnim aktivnostima, klijentima, spremnosti na preuzimanje rizika, broju poslovnica i filijala, depozitnoj osnovi i strukturi kapitala, tako da se ne može очekivati da će uspješnost njihovog poslovanja biti jedinstvena. Bez obzira na njihovu različitost, neosporiva je činjenica da njihovo poslovanje u velikoj mjeri utiče na privredu i ekonomiju svake države.

Uspješnost poslovanja najbolje se vidi iz finansijskih izvještaja, na osnovu kojih se rade mnogobrojne analize koje za rezultat imaju preciznije pokazatelje poslovanja. Jović ističe da finansijski izvještaji predstavljaju jednu vrstu putokaza koji ukazuju na poziciju koju su banke i druge finansijske

approach when providing services to clients. The consequences of the crisis are evident in the banking sector in Bosnia and Herzegovina since the recovery of the economy in B&H slow and insignificant.

DATA AND METHODOLOGY

The object of this work is the financial analysis of the business performance of commercial banks in Bosnia and Herzegovina and comparison operations with the countries of the region (Serbia, Croatia and Montenegro). In order to achieve a more complete financial analysis and ease of displaying the results relating to the performance of the Bank of Bosnia and Herzegovina used as primary sources of information - technical literature and financial statements which were prepared in a commercial bank and the countries of the region. As secondary sources of information were used in annual reports on the operations of banks in the 2012th year of the Central Bank which publicize these countries. Social research goal is to provide the information about the current issues in the field of banking Bosnia and Herzegovina, because any misunderstanding by society leads to a lack of confidence in commercial banks, which could potentially result in a deterioration of the entire banking system.

The financial sector in Bosnia and Herzegovina consists of commercial banks, credit organizations, leasing companies, investment funds and insurance companies. According to data released by the Central Bank of Bosnia and Herzegovina in its Annual Report for the year 2012, dominant part of this sector consists of commercial banks, which account for 84% of the total assets of the financial sector and the remaining sectors in approximately equal parts relating to microcredit organizations, leasing companies, investment funds and insurance companies. Casu et al. point out that, because of such high participation of banks in the financial market, they play a very important role in the economy, directing the funds of depositors (units with excess funds) to the beneficiaries of the loan (units with a lack of funds).⁴ That's the very essence of banking - bridging the gap between lenders and borrowers by performing a transformation maturity, size and risk.

Commercial banks operate without restrictions throughout the territory of Bosnia and Herzegovina, although the supervision and regulation of banks organized at the entity level (Serbian Republic and the Federation of Bosnia and Herzegovina). Supervision of the banking sector in B&H, depending on the location of the bank's headquarters, made two entity banking agencies and the regulations of the banking business are harmonized to a great extent,

⁴ Casu, B., Girardone, C. and Molyneux, P.: *Introduction to Banking*, Prentice Hall, FT, England: Pearson Education, 2006., 4

institucije imale u prošlosti, koju imaju u sadašnjosti, kao i u kom pravcu će se kretati u budućnosti.² Stojiljković i Krstić tvrde da analiza finansijskih izvještaja predstavlja iscrpno istraživanje, kvantificiranje, deskripciju i ocjenu finansijskog statusa i uspješnosti poslovanja institucije.³

Mnogo literature govori o značaju bankarskog sektora za cijelokupnu ekonomiju, ističući da je svaka banka poslovni entitet koji se bori i nastoji da poveća svoj profit, stabilizuje svoj rast i razvoj i poveća svoje učešće na tržištu. Uticaj svjetske ekonomske krize omeo je razvoj i poslovanje bankarskog sektora i umanjio nivo profitabilnosti, što je za posljedicu imalo promjenu poslovne strategije i primoralo banke na konzervativniji pristup pri pružanju usluga klijentima. Posljedice krize vidljive su i u bankarskom sektoru Bosne i Hercegovine jer je oporavak privrede BiH spor i neznatan.

PODACI I METODOLOGIJA

Predmet ovog rada je finansijska analiza uspješnosti poslovanja komercijalnih banaka na teritoriji Bosne i Hercegovine i komparacija poslovanja sa zemljama regiona (Srbija, Hrvatska i Crna Gora). U cilju što kompletnije finansijske analize i jednostavnijeg prikazivanja dobijenih rezultata koji se odnose na uspješnost poslovanja banaka Bosne i Hercegovine korišteni su primarni izvori informacija – stručna literatura i finansijski izvještaji koji su dobijeni u komercijalnim bankama BiH i zemalja regiona. Kao sekundarni izvori informacija korišteni su Godišnji izvještaji o poslovanju banaka u 2012. godini koje su publikovale Centralne banke ovih zemalja. Društveni cilj istraživanja ogleda se u pružanju informacija o aktuelnim pitanjima iz oblasti bankarstva Bosne i Hercegovine, jer svako nerazumijevanje od strane društva dovodi do nepovjerenja u komercijalne banke, što bi za posljedicu moglo imati propadanje kompletнog bankarskog sistema.

Finansijski sektor u Bosni i Hercegovini sastoji se od komercijalnih banaka, mikrokreditnih organizacija, društava za lizing, investicionih fondova i osiguravajućih društava. Prema podacima koje je objavila Centralna banka Bosne i Hercegovine u svom Godišnjem izvještaju za 2012. godinu dominantan dio ovog sektora čine komercijalne banke koje učestvuju sa 84% u ukupnoj aktivosti finansijskog sektora, a preostali dio sektora se u približno jednakim dijelovima odnosi na mikrokreditne organizacije, društva za lizing, investacione fondove i osiguravajuća društva. Casu i sar. ističu da, zbog ovako visokog učešća banaka na finansijskom tržištu, one igraju veoma važnu ulogu u ekonomiji, usmjeravajući sredstva štediša (jedinice sa viškom sred-

² Jović, Z., *Menadžment finansijskih institucija*, Univerzitet Singidunum, Beograd, 2008, 36
³ Stojiljković, M., Krstić, J., *Finansijska analiza*, Ekonomski fakultet, Niš, 2000, 12

so that the monitoring is performed according to the same standards and practices. On the basis of the Constitution of Bosnia and Herzegovina enacted the Law on the Central Bank of Bosnia and Herzegovina (entered into force on 11.08.1997.) which was established by the Central Bank of Bosnia and Herzegovina. Under this Act, the Central Bank of Bosnia and Herzegovina has a coordinating role in banking supervision and implemented through cooperation with the banking agencies through regular exchange of information and consultation on the banking sector.

The main task of the Central Bank is to maintain monetary stability in accordance with the CBA, which means that issuing domestic currency (convertible mark) with full coverage in freely convertible foreign currency at a fixed exchange rate of 1 Euro = 0.51129 KM. It defines and controls the implementation of this monetary policy, manages official foreign exchange reserves generated by issuing domestic currency, and helps maintain adequate payment and settlement systems, coordinate the activities of the banking agencies, entities of Bosnia and Herzegovina, but may not extend credit by creating money basis.

In Bosnia and Herzegovina in the 2012th year, a total of 28 licensed commercial banks, ten of which has its headquarters on the territory of the Republic of Serbian and eighteen banks based in the Federation. The analysis of the B&H banking sector has led to data on the ownership structure and capital adequacy of banks, total assets, loans and deposits, financial results, rates of return on total assets and equity, as well as to the data on the share of problem loans to total loans banks. The same parameters were analyzed in the countries of the region - Serbia, Croatia and Montenegro, and all monetary amounts are, for ease of comparison, expressed in Euro.

RESULTS

Operating results show that the banking sector in Bosnia and Herzegovina in 2012, realized a positive financial result in the amount of 65 million Euros. At the end of 2012, Net capital of banks amounted to 1.4 billion Euros, and was reduced in comparison to the end of the 2011th year. In terms of ownership structure, 27 banks in the private or mostly private property (out of them, 19 banks with majority foreign ownership), and one bank is state-owned. The ownership structure is dominated by non-resident capital investors from Austria with a share of 60.7% in total capital, and for them, followed by investors from Slovenia with a share of 7.1% and Croatian 5.9%.

At the end of 2012, Total assets of the banking sector in B&H amounted to 11.41 billion Euros, an increase of 2% compared to the end of the 2011th year. Banks' lending activities were slowed during the year, so that the total

stava) ka korisnicima zajma (jedinice sa manjkom sredstava).⁴ To i jeste sama suština bankarstva – premoštavanje jaza između zajmodavca i korisnika zajma vršeći transformaciju ročnosti, veličine i rizika.

Komercijalne banke funkcionišu bez ograničenja na cijeloj teritoriji Bosne i Hercegovine, iako su nadzor i regulacija banaka organizovani na entitetskom nivou (Republika Srpska i Federacija BiH). Nadzor nad bankarskim sektorom u BiH, u zavisnosti od lokacije sjedišta banke, vrše dvije entitetske agencije za bankarstvo, a regulative o bankarskom poslovanju su harmonizovane u velikoj mjeri, tako da se nadzor obavlja prema istim standardima i praksama. Na osnovu Ustava Bosne i Hercegovine donešen je Zakon o Centralnoj banci BiH (stupio na snagu 11.08.1997. godine) po kome je osnovana Centralna banka BiH. Prema ovom Zakonu Centralna banka BiH ima koordinacionu ulogu u bankarskoj superviziji i realizuje je kroz saradnju sa agencijama za bankarstvo kroz redovnu razmjenu podataka i konsultacije o bankarskom sektoru.

Osnovni zadatok Centralne banke BiH jeste da održava monetarnu stabilnost u skladu sa aranžmanom valutnog odbora, što znači da izdaje domaću valutu (konvertibilnu marku) uz puno pokriće u slobodnim konvertibilnim deviznim sredstvima po fiksnom kursu: 1 KM = 0,51129 evro. Ona definiše i kontroliše sprovođenje monetarne politike BiH, upravlja službenim deviznim rezervama ostvarenim izdavanjem domaće valute, pomaže i održava odgovarajuće platne i obračunske sisteme, koordiniše djelatnost agencija za bankarstvo entiteta BiH, ali ne može davati kredite po osnovu kreiranja novca.

U Bosni i Hercegovini u 2012. godini poslovalo je ukupno 28 licenciranih komercijalnih banaka, od kojih deset ima sjedište na teritoriji Republike Srpske, a osamnaest banaka ima sjedište u Federaciji BiH. Analizom bankarskog sektora BiH došlo se do podataka o vlasničkoj strukturi i adekvatnosti kapitala banaka, ukupnoj aktivi, kreditima i depozitima, finansijskom rezultatu, stopama prinosa na ukupnu aktivu i kapital, kao i do podatka o udjelu problematičnih u ukupnim kreditima banaka BiH. Isti parametri analizirani su i u zemljama regiona – Srbiji, Hrvatskoj i Crnoj Gori, a svi novčani iznosi su, radi jednostavnijeg poređenja, izraženi u valuti EURO.

REZULTATI

Rezultati poslovanja pokazuju da je u bankarskom sektoru Bosne i Hercegovine u 2012. godini ostvaren pozitivan finansijski rezultat u iznosu od 65 miliona eura. Na kraju 2012. godine neto kapital banaka iznosio je 1,4

⁴ Casu, B., Girardone, C. and Molyneux, P.: *Introduction to Banking*, Prentice Hall, FT, England: Pearson Education, 2006., 4

loans amounted to 8.15 billion Euros (61.5% of GDP). However, compared to the previous year, loans increased by 4.1%. Viewed by the sectored structure, private and public non-financial companies relating 51.6% to 42.6% of the population and the government sector by 5.2%.

Deposits of commercial banks B&H continuously grew and at the end of 2012 amounted to 6.81 billion Euros (51.5% of GDP). Total deposits increased by 2.6% compared to the previous year, and there have been some significant changes in the sectored structure - deposits of government were reduced by 11.3%, so that at the end of 2012 amounted to 9.9 % of total deposits. To compare, the non-governmental sector deposits increased during the year by 1.5% and their share amounted to 90.1% of total deposits. Deposit growth of the NGO sector largely contributed to the deposits of the population who are in the 2012th year increased by 8.6% compared to the previous year, so that at the end of 2012 amounted to 63.8% of total deposits of the non-governmental sector.

Liquidity position of the balance sheets of banks in Bosnia and Herzegovina in 2012 decreased, while sums of money in bank accounts at the Central Bank of Bosnia and Herzegovina and in the accounts of correspondent banks are in constant decline. In a report on financial stability for the year 2012, published by the Central Bank of Bosnia and Herzegovina (2013) stands the decrease liquid balance sheet positions due to a decrease in loans and deposits of non-residents (foreign liabilities) totaling 5.8%. Aversion of foreign banking groups against the risk of investment in the real sector of the financial burden created by banks in their balance sheets created so. "Cash drag" (which is short-term liquidity and certainly could not qualify to cover the costs of the same), whose only solution was to return the borrowed funds to foreign creditors. Liquid assets in relation to the total assets of banks in Bosnia and Herzegovina in 2012 were 25.4%, down 1.9% compared to the previous year when they amounted to 27.3%. And liquid assets to short-term financial obligations are reduced in the 2012th year of 1.4%, so that at the end of the year amounted to 44.1%.

Commercial banks in B&H realized a total net income in the amount of 91.77 million Euros at the end of 2012 which is a significant improvement over the previous year. Return on average equity (ROAE) increased from 5.78% at the end of 2011. At 6.99% at the end of 2012 but is still below the generally accepted standard of 10%. The highest values were observed ROAE coefficient at foreign-owned banks, which stood at 7.64%, while the locally owned banks accounted for 2.53%. And the return on average assets (ROAA) increased from 0.67% at the end of 2011. 0.86% at the end of 2012 but it was also below the generally accepted standard of 1%. Value ROAA ratio for

miljardi eura, i smanjen je u odnosu na kraj 2011. godine. U pogledu vlasničke strukture, 27 banaka je u privatnom ili pretežno privatnom vlasništvu (od njih, 19 banaka je u većinskom stranom vlasništvu), a jedna banka je u državnom vlasništvu. U vlasničkoj strukturi kapitala nerezidenata dominira investitori iz Austrije sa učešćem od 60,7% u ukupnom kapitalu, a za njima slijede investitori iz Slovenije sa učešćem od 7,1% i Hrvatske sa 5,9%.

Na kraju 2012. godine ukupna aktiva bankarskog sektora u BiH iznosila je 11,41 milijardu eura, što predstavlja povećanje od 2% u odnosu na kraj 2011. godine. Kreditne aktivnosti banaka bile su usporene tokom godine, tako da su ukupni krediti iznosili 8,15 milijardi eura (61,5% BDP-a). Ipak, u odnosu na kraj prethodne godine krediti bilježe rasta od 4,1%. Posmatrano prema sektorskoj strukturi, na privatna i javna nefinansijska preduzeća se odnosi 51,6%, na stanovništvo 42,6% i na sektor vlade 5,2%.

Depoziti komercijalnih banaka BiH kontinuirano su rasli i na kraju 2012. godine iznosili su 6,81 milijardu eura (51,5% BDP-a). Ukupni depoziti povećani su za 2,6% u odnosu na kraj prethodne godine, a došlo je i do značajnih promjena u sektorskoj strukturi - depoziti sektora vlade smanjeni su za 11,3%, tako da su na kraju 2012. godine iznosili 9,9% ukupnih depozita. Nasuprot njima, depoziti nevladinog sektora porasli su tokom godine za 1,5% i njihovo učešće je iznosilo 90,1% u ukupnim depozitima. Rastu depozita nevladinog sektora u najvećoj mjeri doprinijeli su depoziti stanovništva koji su u 2012. godini povećani za 8,6% u odnosu na kraj prethodne godine, tako da su na kraju 2012. godine iznosili 63,8% ukupnih depozita nevladinog sektora.

Likvidne pozicije bilansa stanja banaka u BiH u 2012. godini se smanjuju, a iznosi novca na računima banaka pri Centralnoj banci BiH i na računima korespondentnih banaka su u konstantnom padu. U izvještaju o finansijskoj stabilnosti za 2012. godinu koji je objavila Centralna banka BiH (2013.) stoji da je smanjenje likvidnih bilansnih pozicija posljedica smanjenja kredita i depozita nerezidenata (strane pasive) u ukupnom iznosu od 5,8%. Averzija stranih bankarskih grupacija spram rizika ulaganja u realni sektor je stvorila finansijsko opterećenje bankama koje su u svojim bilansima kreirale tzv. „cash drag“ (likvidnost koja se kratkoročno i sigurno ne može plasirati da bi se pokrili troškovi iste) čije je jedino rješenje bilo vraćanje pozajmljenih sredstava stranim kreditorima. Likvidna sredstva u odnosu na ukupna sredstva banaka u BiH u 2012. godini su 25,4%, što je manje za 1,9% u odnosu na kraj prethodne godine kada su iznosila 27,3%. I likvidna sredstva prema kratkoročnim finansijskim obavezama su smanjena u 2012. godini za 1,4%, tako da su na kraju godine iznosila 44,1%.

Komercijalne banke u BiH ostvarile su ukupan neto prihod u iznosu od 91,77 miliona eura na kraju 2012. godine, što je značajno poboljšanje u od-

banks with majority foreign ownership amounted to 0.89%, while banks with majority domestic ownership 0.49%.

Although the territory of Bosnia and Herzegovina operates 28 banks, the market is relatively concentrated, because the five largest banks accounting for about 68% market share. Major Banks are Unicredit, with about 20% market share, with 18% of Raiffeisen, Hypo-Alpe-Adria with 14% and NLB Development Bank with a 9% share. Based on the above it can be concluded that the banking sector in BiH in the 2012th year, despite the difficult economic conditions, high unemployment and low income levels of the population, achieved a modest growth of 2%.

These data show only the state of the banking sector at the end of 2012 but by themselves do not mean much. Do they get their significance and pointed to the real situation in the banking sector, it is necessary to compare the results with those obtained using the same or similar business conditions. In addition, given the basic parameters of banking operations in the countries of the region - Serbia, Croatia and Montenegro and were compared with the results that have been achieved in Bosnia and Herzegovina.

As a result of the difficult economic conditions, the banking sector in Serbia has stagnated in the 2012th year. The slow growth in lending, very modest profitability, reduce interest margins and high inflation marked the work of the banks this year, which were in operation as of the 32 banks with total assets of 25.3 billion Euros, accounting for about 85% of Serbia's GDP. Banks are for year 2012. Reported a positive financial result and capital of banks, which amounted to 5,224.6 million Euros, is majority-owned by foreign shareholders. Bank owned domestic entities account for 26.1%, and banks owned by foreign entities account for 73.9% of total capital. Of the foreign-owned banks, the largest share in the total assets of the bank is from Italy (22.8%), Austria (15.6%) and Greece (14.8). As of 31.12.2012 the balance sum of the banking sector amounted to 25,453.19 million Euros, which is 8.7% more than in the previous year. The structure of bank assets is, the largest share loans and deposits of 60.7% and callable deposits and loans 13.0%. The structure of funding sources the largest share of 59.0% were deposits, so that the deposit potential of banks of Serbia at the end of 2012 total of 15,013.9 million Euros, an increase of 11.3% over the previous year. The largest share in total deposits makes deposits (over half) and corporate deposits (over one fifth). According to data of the National Bank of Serbia on the liquidity of the banking sector in Serbia can be concluded that the liquidity of banks in 2012. Weaker than in the previous year, but the sector remains liquid and capable of meeting its obligations on the maturity date. In the 2012th year of liquid assets to total assets amounted to 23.9% and decreased by 1.5% compared to the 2011th year when they amounted to

nosu na prethodnu godinu. Povrat na prosječni dionički kapital (ROAE) povećan je sa 5,78% na kraju 2011. godine na 6,99% na kraju 2012. godine, ali je još uvijek ispod opšte prihvaćenog standarda od 10%. Najveće vrijednosti ROAE koeficijenta zabilježene su kod banaka u stranom vlasništvu, kod kojih je iznosio 7,64%, dok je kod banaka u domaćem vlasništvu iznosio 2,53%. I povrat na prosječnu aktivu (ROAA) povećan je sa 0,67% na kraju 2011. godine na 0,86% na kraju 2012. godine, ali je i on ispod opšte prihvaćenog standarda od 1%. Vrijednost ROAA koeficijenta za banke u većinskom stranom vlasništvu je iznosila 0,89%, a za banke u većinskom domaćem vlasništvu 0,49%.

Iako na teritoriji Bosne i Hercegovine posluje 28 banaka, tržište je relativno koncentrisano jer pet najvećih banaka čini oko 68% tržišnog učešća. Najveće banke su Unicredit sa oko 20% tržišnog učešća, Raiffeisen sa 18%, Hypo-Alpe-Adria sa 14% i NLB Razvojna banka sa 9% učešća. Na osnovu navedenog može se konstatovati da je bankarski sektor u BiH u 2012. godini, i pored teških ekonomskih uslova, visoke nezaposlenosti i niskog nivoa dohotka stanovništva, ostvario skroman rast od 2%.

Navedeni podaci pokazuju samo stanje bankarskog sektora na kraju 2012. godine, ali sami po sebi ne znače mnogo. Da bi oni dobili svoj značaj i ukazali na pravo stanje u bankarskom sektoru neophodno je da se uporede sa rezultatima koji su dobijeni u istim ili sličnim uslovima poslovanja. U nastavku, dati su osnovni parametri poslovanja banaka u zemljama regiona – Srbiji, Hrvatskoj i Crnoj Gori i poređeni su sa rezultatima koji su ostvareni u Bosni i Hercegovini.

Kao rezultat teških ekonomskih uslova, bankarski sektor Srbije stagnirao je u 2012. godini. Usporen rast kreditiranja, vrlo skromna profitabilnost, smanjenje kamatnih marži i visoka inflacija obilježili su rad banaka u ovoj godini, u kojoj su poslovale poslovale 32 banke sa ukupnom aktivom od 25,3 milijarde eura, što čini oko 85% BDP-a Srbije. Banke su za 2012. godinu iskazale pozitivan finansijski rezultat, a kapital banaka, koji je iznosio 5.224,6 miliona eura, u većinskom je vlasništvu stranih akcionara. Banke u vlasništvu domaćih lica učestvuju sa 26,1%, a banke u vlasništvu stranih lica učestvuju sa 73,9% u ukupnom kapitalu. Od banaka u stranom vlasništvu, najveće učešće u ukupnoj aktivi imaju banke iz Italije (22,8%), Austrije (15,6%) i Grčke (14,8). Zaključno sa 31.12.2012. godine bilansna suma bankarskog sektora iznosila je 25.453,19 miliona eura, što je za 8,7% više u odnosu na kraj prethodne godine. U strukturi aktive banaka, najveći udio imaju dati krediti i depoziti od 60,7% i opozivi depoziti i krediti 13,0%. U strukturi izvora sredstava najveće učešće od 59,0% imali su depoziti, tako da je depozitni potencijal banaka Srbije na kraju 2012. godine iznosio ukupno 15.013,9 miliona eura i bilježi rast od 11,3% u odnosu na prethodnu godinu. Najveće

25.4%. The ratio of liquid assets to short-term financial liabilities decreased from 60.4% to 57.2%. Indicators of profitability of the banking sector in Serbia are very bad in the 2012th year. Return on assets ROAA was 0.4% and return on equity ROAE was 2.1%.

And the banking sector in Croatia has been stagnating in the 2012th year, which marked the decline in sales, profitability and bank assets. At the end of 2012 operated 31 banks, and five of them seemed even 76% market share. Realized gains this year amounted to 0.36 billion Euros, which is 27.2% less than in the previous year. The biggest influence on the decline in profits had a decrease in net interest income, which is lower by 8.8% compared to the previous year, while not negligible growth in interest expenses. Total capital of banks, as of 31.12.2012 amounted to 7.61 billion Euros, an increase of 0.23 billion Euros compared to the end of the 2011th year. Out of a total of 31 banks, 16 of them were owned by foreign shareholders (90.1%), while 15 banks owned by domestic shareholders (9.9%). During this period the balance sheet of banks amounted to 53.0 billion Euros, 1.7% less than in the 2011th year. Negative economic developments had an impact on banks' loans, which decreased by 2.7% compared to the previous year. Deposits from banks decreased by 2% compared to the previous year, while retail deposits constitute the most significant source of funding because they make up 50.7% of total resources, or 60.3% of total deposits. In order to encourage lending and faster recovery Croatian banks during the crisis of 2012 implemented the decision to change the management of credit risk and banks, among other things, that allowed a maximum of seven days in the month liquidity ratio for 10% less than 1 (or 0, 9), regardless of whether it is a period of seven or month. Banks in Croatia are held above the prescribed minimum ratio - ratio of liquidity to 7 days was 2.3, and for the period of one month to 1.8, so it can be concluded that the Croatian banking sector was liquidated during the 2012th year. Profitability ratios declined during the 2012th year and the lowest level that is recorded from the 1999th year. Return on average assets-ROAA was 0.8% (in the 2011th year amounted to 1.2%) and return on average equity - ROAE was 4.8% (in the 2011th year amounted to 7.0%).

Low economic activity, high unemployment and lack of liquidity in Montenegro significantly influenced and the banking sector, which has operated at a loss. The main problem in this sector, which consists of 11 banks, representing NPAs where was for several years in a row present negative trend. Although the eight banks operated with a gain, a high amount of loss incurred by the three banks affected is that the banking system at the end of 2012 ends up with a negative financial result. The main causes of adverse business are high costs for credit losses and high operating costs of banks. Total ca-

učešće u ukupnim depozitima čine depoziti stanovništva (preko polovine) i depoziti privrednih društava (preko petine). Prema podacima Narodne banke Srbije o likvidnosti bankarskog sektora Srbije može se zaključiti da je likvidnost banaka u 2012. godini slabija u odnosu na prethodnu godinu, ali je sektor i dalje likvidan i sposoban da izvršava obaveze o roku dospjeća. U 2012. godini likvidna sredstva u odnosu na ukupnu aktivu iznosila su 23,9% i manja su za 1,5% u odnosu na 2011. godinu kada su iznosila 25,4%. Odnos likvidnih sredstava i kratkoročnih finansijskih obaveza smanjen je sa 60,4% na 57,2%. Indikatori profitabilnosti bankarskog sektora Srbije vrlo su loši u 2012. godini. Prinos na aktivu ROAA iznosio je 0,4%, a prinos na kapital ROAE iznosio je 2,1%.

I bankarski sektor u Hrvatskoj je stagnirao u 2012. godini koju su obilježili pad plasmana, profitabilnosti i imovine banaka. Na kraju 2012. godine, poslovala je 31 banka, a pet od njih činilo je čak 76% tržišnog učešća. Ostvarena dobit u ovoj godini iznosila je 0,36 milijardi eura, što je za 27,2% manje nego u prethodnoj godini. Najveći uticaj na pad dobiti imalo je smanjenje neto kamatnog prihoda koji je niži za 8,8% u odnosu na prethodnu godinu, a nije zanemarljiv ni rast kamatnih troškova. Ukupan kapital banaka, zaključno sa 31.12.2012. godine iznosio je 7,61 milijardu eura i veći je za 0,23 milijarde eura u odnosu na kraj 2011. godine. Od ukupno 31 banke, njih 16 je bilo u većinskom vlasništvu stranih akcionara (90,1%), a 15 banaka u većinskom vlasništvu domaćih akcionara (9,9%). U ovom periodu bilansna suma banaka iznosila je 53,0 milijardi eura što je za 1,7% manje nego u 2011. godini. Negativna ekonomska kretanja imala su uticaj i na plasmane banaka koji su smanjeni za 2,7% u odnosu na prethodnu godinu. Depoziti banaka smanjeni su za 2% u odnosu na prethodnu godinu, a depoziti stanovništva predstavljaju najznačajniji izvor finansiranja jer čine 50,7% ukupnih izvora, odnosno 60,3% ukupnih depozita. Radi podsticanja kreditiranja i radi bržeg oporavka banaka Hrvatske od krize tokom 2012. godine sprovedene su odluke o promjeni upravljanja kreditnim rizikom pa je bankama, između ostalog, dozvoljeno da najviše sedam dana u mjesecu održavaju koeficijent likvidnosti za 10% manji od 1 (odnosno 0,9), nezavisno da li se radi o periodu od sedam ili mjesec dana. Banke u Hrvatskoj su održavale koeficijent iznad propisanog minimuma – koeficijent likvidnosti do 7 dana iznosio je 2,3, a za period do mjesec dana 1,8, tako da se može konstatovati da je bankarski sektor Hrvatske bio likvidan tokom 2012. godine. Pokazatelji profitabilnosti smanjili su se tokom 2012. godine i to na najniži nivo koji je zabilježen od 1999. godine. Profitabilnost prosječne imovine –ROAA iznosila je 0,8% (u 2011. godini iznosila je 1,2%), a profitabilnost prosječnog kapitala – ROAE iznosila je 4,8% (u 2011. godini iznosila je 7,0%).

pital of banks at the end of 2012 amounted to 288.7 million Euros, which is 5.4% less than in the previous year. Although the two banks carried out the recapitalization of the 2012th year, a reduction of capital is the result of negative financial results. Banks with majority foreign capital commanded a market share of 80.96%, while the remaining amount for banks with domestic capital - the state capital was only 2.71%, while domestic private equity 16.32%. Total assets of the bank at the end of 2012 amounted to 2808.3 million Euros (86% of GDP) and are located approximately at the same level as the previous year. Total bank loans are lower by 4.8% than at the end of 2011 while the economy and population are the most important borrowers and applies them to 91.7% of total loans. Bank of Montenegro have important share of problem loans in the portfolio, which is at the end of 2012. Accounted for 17.6% and the maximum value (25.3%) reached the 2011th year. Total deposits increased by 9% compared to the previous year, while deposits of the economy and the population is 84.5% of total deposits. In the course of 2012 effective was the decision on minimum standards for liquidity risk management in banks, which stipulates the obligation of banks to maintain a minimum liquidity ratio on a daily (0.9) and ten bases (1.0). During this period, banks were liquid and had day and ten-day liquidity ratios above the required minimum. The ratio of liquid assets to total assets in the 2012th year is 24.03%, and the ratio of liquid assets to short-term financial liabilities amounted to 40.13%. The loss of the banking sector had a significant effect on profitability, so that the coefficient ROAA (relapse on average assets) deteriorated compared to the 2011th year when it stood at -0.1% and at the end of 2012. Was -2.0%, a coefficient ROAE (relapse on average equity) deteriorated from -1.1% to -18.3% even (the deterioration has affected negatively the business two systemically important banks).

Economic growth before the start of the economic crisis was based on a high national demand and almost unlimited and cheap sources of funding. In recent years the growth of the banking sector is in direct relation with the movement of GDP, i.e. the real economy, and the funding sources are no longer easily available and cheap, so banks are more oriented towards local depository base. Despite many problems, the banking sector of Bosnia and Herzegovina and the countries of the region begin to recover after the economic crisis, but most banks are still trying to reduce costs in order to achieve greater profitability and maintain liquidity at a satisfactory level.

Based on these results, it could be concluded that the banking sector in Bosnia and Herzegovina and the countries of the region operated in very similar conditions, and the results of operations are similar, with a few exceptions in some countries. Ungrateful is to judge which of them is the most successful, because each sector to do business the best it can to unsta-

Niska privredna aktivnost, visoka nezaposlenost i nelikvidnost privrede u Crnoj Gori značajno su uticali i na bankarski sektor koji je poslova sa gubitkom. Osnovni problem u ovom sektoru, koga čini 11 banaka, predstavlja nekvalitetna aktiva gdje je već nekoliko godina za redom prisutan negativan trend. Iako je osam banaka poslovalo sa dobitkom, visok iznos gubitka koji su ostvarile tri banke uticao je da bankarski sistem na kraju 2012. godine završi sa negativnim finansijskim rezultatom. Osnovni uzroci negativnog poslovanja su visoki troškovi za kreditne gubitke i visoki operativni troškovi banaka. Ukupan kapital banaka na kraju 2012. godine iznosio je 288,7 miliona eura, što je za 5,4% manje nego u prethodnoj godini. Iako su dvije banke izvršile dokapitalizaciju u 2012. godini, smanjenje kapitala je posljedica negativnog finansijskog rezultata. Banke sa većinskim stranim kapitalom zauzimale su 80,96% tržišnog učešća, dok se ostatak odnosio na banke sa domaćim kapitalom – državni kapital iznosio je samo 2,71%, a domaći privatni kapital 16,32%. Ukupna aktiva banaka na kraju 2012. godine iznosila je 2.808,3 miliona eura (86% BDP-a) i nalazi se približno na istom nivou kao prethodne godine. Ukupni krediti banaka niži su za 4,8 % nego na kraju 2011. godine, a privreda i stanovništvo su najznačajniji korisnici kredita i na njih se odnosi 91,7% ukupnih kredita. Banke Crne Gore imaju znajačajan udio problematičnih kredita u portfoliju, koji je na kraju 2012. godine iznosio 17,6%, a maksimalnu vrijednost (25,3%) dostigao je u 2011. godini. Ukupni depoziti banaka povećani su za 9% u odnosu na prethodnu godinu, a depoziti privrede i stanovništva čine 84,5% ukupnih depozita. U toku 2012. godine na snazi je bila Odluka o minimalnim standardima za upravljanje rizikom likvidnosti u bankama kojom je propisana obaveza banaka za održavanje minimalnih koeficijenata likvidnosti na dnevnoj (0,9) i dekadnoj osnovi (1,0). U ovom periodu banke su bile likvidne i imale su dnevne i dekadne pokazatelje likvidnosti iznad propisanog minimuma. Odnos likvidnih sredstava i ukupnih sredstava u 2012. godini iznosi 24,03%, a odnos likvidnih sredstava i kratkoročnih finansijskih obaveza iznosi 40,13%. Gubitak bankarskog sektora značajno je uticao na profitabilnost, tako da je koeficijent ROAA (povraćaj na prosječnu aktivan) pogoršan je u odnosu na 2011. godinu kada je iznosio -0,1% i na kraju 2012. godine iznosio je -2,0%, a koeficijent ROAE (povraćaj na prosječni kapital) pogoršan je sa -1,1% na čak -18,3% (na pogoršanje je najviše uticalo negativno poslovanje dvije sistemski važne banke).

Ekonomski rast prije početka ekonomske krize zasnivao se na visokoj državnoj tražnji i skoro nelimitiranim i jeftinim izvorima finansiranja. U poslednje vrijeme rast bankarskog sektora u direktnoj je vezi sa kretanjem BDP-a, tj. realne ekonomije, a izvori finansiranja više nisu lako dostupni i jeftini, pa su banke više okrenute prema lokalnoj depozitnoj bazi. Uprkos

ble and underdeveloped financial market, such as market and Bosnia and Herzegovina and the countries of the region.

Table 1: Key indicators of banking sector development and regional countries

Sectoral dates	Bih	Serbia	Croatia	Monte negro
Number of Banks	28	32	31	11
The market share of banks with foreign capital	87,3 %	73,9 %	90,1 %	80,96 %
The market share of banks with domestic capital	12,7 %	26,1 %	9,9 %	19,04 %
BALANCE SHEET				
Total assets (MEUR)	11.414,3	25.453,2	52.999,7	2.808,3
Movement in %	+ 2,0 %	+ 8,7 %	- 1,7 %	0,0 %
Profitability and efficiency indicators	86,2 %	85 %	119,5 %	86 %
Total loans (MEUR)	8.150,8	15.441,6	37.625,2	1.862,5
Movement in %	+ 4,1 %	+ 4,7 %	- 2,7 %	- 4,8 %
Total deposits (MEUR)	6.813,7	15.013,9	34.170,4	1.980,7
Movement in %	+02,6 %	+11,3 %	- 2,0 %	+ 9,0 %
Profitability and efficiency indicators				
Financial result (MEUR)	65,0	103,01	361,7	- 56,5
The rate of return on total assets (ROAA in%)	0,86 %	0,4 %	0,8 %	- 2,0 %
The rate of return on equity (ROAE in%)	6,99 %	2,1 %	4,8 %	- 18,3 %
Capital adequacy ratio	16,4 %	19,9 %	20,89 %	14,71 %
Problematic in total loans	13,2 %	18,6 %	13,9 %	17,6 %

Source: Processing of the author, according to the Central Bank

The number of banks operating in Bosnia and Herzegovina and the countries of the region (Serbia, Croatia, and Montenegro) in 2012 remained at or about the same level as in the previous year. The largest numbers of banks are doing business in Serbia (32), and the smallest numbers of banks are operating in Montenegro (11). In terms of ownership structure there has not been a significant change - still dominated by foreign banks on average take 83% - the largest market share of banks with foreign capital in Bosnia and Herzegovina (87.3%) and lowest in Serbia (73.9%), so here it is the biggest market share of banks with domestic capital.

The greatest assets, and hence the largest loans and deposits has Croatian banking sector, banking sector and the lowest Montenegro. In the 2012th year of the Serbian banking sector assets accounted for 85% of GDP, a similar situation exists in Montenegro (86%) and Bosnia and Herzegovina (86.2% of GDP). In Croatia, bank assets make up 119.5% of GDP. The high ratio of assets to GDP indicates a high degree of saturation of the banking market,

brojnim problemima, bankarski sektor Bosne i Hercegovine i zemalja regiona počinje da se oporavlja nakon ekonomske krize, ali većina banaka i dalje nastoji da smanji troškove poslovanja kako bi ostvarila veću profitabilnost i održala likvidnost na zadovoljavajućem nivou.

Na osnovu navedenih pokazatelja može se konstatovati da je bankarski sektor Bosne i Hercegovine i zemalja regiona poslovao u vrlo sličnim uslovima, pa su i rezultati poslovanja slični, sa određenim odstupanjima kod pojedinih zemalja. Nezahvalno je suditi o tome koji od njih je najuspješniji, jer svaki od sektora nastoji poslovati najbolje što može na nestabilnom i nedovoljno razvijenom finansijskom tržištu, kao što je tržište i BiH i zemalja regiona.

Tabela 1: Ključni pokazatelji bankarskog sektora BiH i zemalja regiona

SEKTORSKI PODACI	Bih	Srbija	Hrvatska	Crna gora
Broj banaka	28	32	31	11
Tržišno učešće banaka sa stranim kapitalom	87,3 %	73,9 %	90,1 %	80,96 %
Tržišno učešće banaka sa domaćim kapitalom	12,7 %	26,1 %	9,9 %	19,04 %
BILANS STANJA				
Ukupna aktiva (MEUR)	11.414,3	25.453,2	52.999,7	2.808,3
Kretanje u %	+ 2,0 %	+ 8,7 %	- 1,7 %	0,0 %
% BDP-a	86,2 %	85 %	119,5 %	86 %
Ukupni krediti (MEUR)	8.150,8	15.441,6	37.625,2	1.862,5
Kretanje u %	+ 4,1 %	+ 4,7 %	- 2,7 %	- 4,8 %
Ukupni depoziti (MEUR)	6.813,7	15.013,9	34.170,4	1.980,7
Kretanje u %	+02,6 %	+11,3 %	- 2,0 %	+ 9,0 %
POKAZATELJI PROFITABILNOSTI I EFIKASNOSTI				
Finansijski rezultat (MEUR)	65,0	103,01	361,7	- 56,5
Stopa prinosa na ukupnu aktivu (ROAA u %)	0,86 %	0,4 %	0,8 %	- 2,0 %
Stopa prinosa na kapital (ROAE u %)	6,99 %	2,1 %	4,8 %	- 18,3 %
Koeficijent adekvatnosti kapitala	16,4 %	19,9 %	20,89 %	14,71 %
Problematični u ukupnim kreditima	13,2 %	18,6 %	13,9 %	17,6 %

Izvor: Obrada autora, prema podacima Centralnih banaka

Broj banaka koje su poslovale u Bosni i Hercegovini i zemljama regiona (Srbija, Hrvatska, Crna Gora) u 2012. godini ostao je na istom ili približno istom nivou kao i u prethodnoj godini. Najveći broj banaka poslovao je u Srbiji (32), a najmanje banaka poslovalo je u Crnoj Gori (11). Ni u pogledu vlasničke strukture nije bilo značajnih promjena – i dalje dominiraju strane banke koje u prosjeku zauzimaju 83% - najveće tržišno učešće banaka sa

and this combined with the slowing economy, pointing to the fact that in the banking market can expect stagnation and even decline further in the future. In the 2012th year of banks in Bosnia and Herzegovina and Serbia have increased their total assets (2% and 8.7% respectively), total loans (4.1% and 4.7% respectively) and total deposits (2.6% and 11, 3%, respectively) compared to the previous year. At the same time, banks in Croatia have less assets (1.7%), fewer loans (2.7%) and smaller amounts (2.0%) compared to the 2011th year. In Montenegro bank assets remained at approximately the same level as in 2011 disbursed loans decreased by 4.8%, while total deposits increased by 9%.

Judging by assets, it can be concluded that the banks in Bosnia and Herzegovina, Serbia and Montenegro have started to recover from the global economic crisis. At the same time, the banks of these countries recorded growth in deposits, which leads to the conclusion that confidence slowly returns to the banking sector, and in the future can expect an upward trend. Loans granted and deposits collected approximately at the same level in Serbia, and Bosnia and Herzegovina and Croatia are slightly higher total loans of the total deposits. In Montenegro, the situation is reversed - collected deposits were higher compared to the marketed loan which leads to the conclusion that the Bank of Montenegro in 2012 could not qualify for the funds that they had at their disposal. The largest share of problem loans to total loans has banking sector in Serbia (18.6%), slightly smaller proportion have a bank in Montenegro (17.6). The least problematic loans have banks in Bosnia and Herzegovina (13.2%), and with them and Croatian banks (13.9%). The biggest influence on the troubled loans has sector of the economy, and the problems with collection of specially recorded by private construction firms.

The positive financial result achieved three banking sector - Bosnia and Herzegovina has made profits in the amount of 65 million Euros (which is the lowest gain observed in the territory), Serbia has made a profit in the amount of 103.01 million Euros and the highest profit recorded by the bank in Croatia in the amount of 361.7 million Euros. The negative financial result achieved by the banking sector of Montenegro (loss amounting to 56.5 million Euros), the biggest influence on this result had a decrease in lending activities and loan loss reserves. The largest contribution to the total assets hit the banking sector in Bosnia and Herzegovina (the rate of return is 0.86%), followed by Croatia (0.8%) and Serbia (0.4%). Similarly, the yield on own capital - the highest rate of return in BiH (6.99%), followed by Croatia (20.89%) and Serbia (19.9%). Negative rate of return on total assets (-2.0%) and own funds (-18.3%) has the banking sector of Montenegro as a result of negative financial results. The observed banking sectors in the 2012th year of capital

stranim kapitalom je u BiH (87,3%), a najmanje u Srbiji (73,9%), tako da je ovdje najveće tržišno učešće banaka sa domaćim kapitalom.

Najveću aktivu, a samim tim i najveće kredite i depozite ima bankarski sektor Hrvatske, a najmanju bankarski sektor Crne Gore. U 2012. godini aktiva bankarskog sektora Srbije činila je 85% BDP-a, a slična situacija je i u Crnoj Gori (86%) i Bosni i Hercegovini (86,2% BDP-a). U Hrvatskoj, aktiva banaka čini čak 119,5% BDP-a. Ovako visok odnos aktive i BDP-a ukazuje na visok stepen zasićenja bankarskog tržišta, a to u kombinaciji sa usporenom ekonomijom ukazuje na činjenicu da se na ovom bankarskom tržištu može očekivati stagnacija, pa i dalji pad u narednom periodu. U 2012. godini banke u BiH i Srbiji povećale su ukupnu aktivu (za 2% i 8,7% respektivno), ukupne kredite (4,1% i 4,7% respektivno) i ukupne depozite (2,6% i 11,3% respektivno) u odnosu a prethodnu godinu. Istovremeno, banke u Hrvatskoj imaju manju aktivu (za 1,7%), manje kredite (za 2,7%) i manje depozite (za 2,0%) u odnosu na 2011. godinu. U Crnoj Gori aktiva banaka ostala je na približno istom nivou kao i u 2011. godini, plasirani krediti smanjeni su za 4,8%, a ukupni depoziti povećani za 9%.

Sudeći po aktivi, može se konstatovati da su banke u Bosni i Hercegovini, Srbiji i Crnoj Gori polako počele da se oporavljaju od svjetske ekonomske krize. Ujedno, banke ovih država bilježe i rast depozita, pa to vodi do zaključka da se povjerenje polako vraća u bankarski sektor, te se i u budućnosti može očekivati trend rasta. Plasirani krediti i prikupljeni depoziti približno su na istom nivou u Srbiji, a u BiH i Hrvatskoj malo su veći ukupni krediti od ukupnih depozita. U Crnoj Gori situacija je obrnuta – prikupljeni depoziti su veći u odnosu na plasirane kredite, što vodi do zaključka da banke Crne Gore u 2012. godini nisu mogle plasirati finansijska sredstva koja su imale na raspolaganju. Najveći udio problematičnih kredita u ukupnim kreditima ima bankarski sektor Srbije (18,6%), za nijansu manji udio imaju banke u Crnoj Gori (17,6). Najmanje problematičnih kredita imaju banke u BiH (13,2%), a uz njih su i banke Hrvatske (13,9%). Najveći uticaj na problematične kredite ima sektor privrede, a problemi sa naplatom posebno su zabilježeni kod privatnih građevinskih firmi.

Pozitivan finansijski rezultat ostvarila su tri bankarska sektora – Bosna i Hercegovina ostvarila je dobit u iznosu od 65 miliona eura (što je najniža dobit na posmatranoj teritoriji), Srbija je ostvarila dobit u iznosu od 103,01 milion eura, a najveću dobit ostvarile su banke u Hrvatskoj u iznosu od 361,7 miliona eura. Negativan finansijski rezultat ostvario je bankarski sektor Crne Gore (gubitak u iznosu od 56,5 miliona eura), a najveći uticaj na ovakav rezultat imali su smanjenje kreditne aktivnosti i rezerve za kreditne gubitke. Najveći prinos na ukupnu aktivu ostvario je bankarski sektor Bosne i Hercegovine (stopa prinsosa je 0,86%), a zatim slijede Hrvatska (0,8%) i Srbija

adequacy ratios were above the prescribed minimum - the highest capital adequacy ratio is in Croatia (20.89%) and lowest in Montenegro (14.71%).

It could not be accurately stated that the banking sector is best operated, but it is notable that the improvement in the 2012th year recorded in Bosnia and Serbia. In these two sectors increased total assets, deposits collected and disbursed loans, and this year was completed with a positive financial result. The worst situation is in the banking sector in Montenegro, where he achieved a negative financial result, a reduced credit activity and the deterioration can be expected in the future. Although the 2012th year in the Croatian banking sector ended with a positive financial result, there has been a reduction in lending activity, which can also be a negative impact on business in the future.

CONCLUSION

One of the primary sectors in Bosnia and Herzegovina is banking sector, which is also very important to its overall economy. Each banking institution, regardless of its size and location, is a business entity that is struggling and trying to increase their profits, stabilizing its growth and development, and increase their participation in the market. Because of this, banks must have a vision of their own development and quickly make business decisions. Nowadays requires a new philosophy and a new approach to solving problems in banks and business risk assessment before entering into certain transactions and financial ventures.

The effect of the global economic crisis has hindered the development and operations of the banking sector and reduce the level of profitability, which resulted in a change in business strategy and forced the bank to a more conservative approach when providing services to clients. Such an approach will keep it in the future, because the economic recovery of Bosnia and Herzegovina slow and insignificant. It could be said that the commercial banks in BiH, looking at the overall level, operating solidly thanks to monetary policy and the Central Bank of Bosnia and Herzegovina. That the banks were allowed to completely run their own business, the results would have been much worse, and the consequences would be disastrous.

For the analysis of bank operations, it is common to use ratio analysis and analysis of liquidity, profitability, profitability, activity and financial stability. These financial statements are the most effective way to entities that are outside the bank periodically present information that is collected and processed in the accounting system. By analyzing the detailed indicators of the banks in BiH 2012th year it can be concluded that the banking sector is stable and that for now it manages to resist risks arising from the global

(0,4%). Slično je i sa prinosom na sopstveni kapital – najveća stopa prinosa je u BiH (6,99%), a zatim slijede Hrvatska (20,89%) i Srbija (19,9%). Negativne stope prinosa na ukupnu aktivu (-2,0%) i na sopstveni kapital (-18,3%) ima bankarski sektor Crne Gore, što je posljedica negativnog finansijskog rezultata. U posmatranim bankarskim sektorima u 2012. godini koeficijenti adekvatnosti kapitala bili su iznad propisanog minimuma – najveći koefficijent adekvatnosti kapitala je u Hrvatskoj (20,89%), a najniži u Crnoj Gori (14,71%).

Ne može se tačno konstatovati koji bankarski sektor je najbolje poslovaо, ali primjetno je da je poboljšanje u 2012. godini zabilježeno u BiH i Srbiji. U ova dva sektora povećana je ukupna aktiva, prikupljeni depoziti i plasirani krediti, a ova godina završena je sa pozitivnim finansijskim rezultatom. Najlošije stanje je u bankarskom sektoru Crne Gore gdje je ostvaren negativan finansijski rezultat, a smanjena je i kreditna aktivnost pa se pogoršanje može očekivati i u narednom periodu. Iako je 2012. godina u bankarskom sektoru Hrvatske završena sa pozitivnim finansijskim rezultatom, došlo je do smanjenja kreditne aktivnosti, što se takođe može negativno odraziti na poslovanje u budućnosti.

ZAKLJUČAK

Jedan od osnovnih sektora Bosne i Hercegovine je bankarski sektor, koji je ujedno vrlo značajan za njenu cijelokupnu ekonomiju. Svaka bankarska institucija, bez obzira na njenu veličinu i lokaciju, je poslovni entitet koji se bori i nastoji da poveća svoj profit, stabilizuje svoj rast i razvoj i poveća svoje učešće na tržištu. Upravo zbog toga, banke moraju imati viziju sopstvenog razvoja i brzo donositi poslovne odluke. Današnje vrijeme zahtijeva novu poslovnu filozofiju i nov pristup u rješavanju problema u banakama i procjenju poslovnih rizika prije ulaska u određene poslove i finansijske poduhvate.

Uticaj svjetske ekonomske krize omeo je razvoj i poslovanje bankarskog sektora i umanjio nivo profitabilnosti, što je za posljedicu imalo promjenu poslovne strategije i primoralo banke na konzervativniji pristup pri pružanju usluga klijentima. Takav pristup zadržće se i u narednom periodu, jer je oporavak privrede Bosne i Hercegovine spor i neznatan. Moglo bi se reći da su komercijalne banke u BiH, posmatrajući na cijelokupnom nivou, poslovale solidno i to zahvaljujući monetarnoj politici i Centralnoj banci BiH. Da je bankama bilo dopušteno da u potpunosti vode sopstveno poslovanje, rezultati bi bili mnogo lošiji, a posljedice bi bile katastrofalne.

Za potrebe analize poslovanja banaka, uobičajeno je da se koristi racio analiza i to analiza likvidnosti, profitabilnosti, rentabilnosti, aktivnosti i fi-

financial crisis. In the 2012th year there was an increase in the activities of banks, and increase total assets, loans and deposits.

The banking sector of Bosnia and Herzegovina managed to maintain liquidity during 2012 which is certainly commendable because the liquidity risk, credit risk, one of the most important and most complex segments of the banking business. When there is a disturbance in the financial markets due to the impact of the global crisis, liquidity suddenly gained in importance, and management of risk has become a key factor for the smooth running of the business, the timely execution of a binding obligation and preserving long-term position of the bank, in terms of its solvency and capital base . Also, the banking sector was profitable in the 2012th year.

Compared with countries in the region, the banking sector of Bosnia and Herzegovina operates quite well. Similar situation is in the banking sector in Serbia, where he also recorded growth in total assets, deposits collected disbursed loans, there has been a positive financial result, and liquidity is held at a satisfactory level. Croatian banking sector achieved positive financial results and maintain liquidity at a satisfactory level, but in the 2012th year recorded a decrease total assets, deposits collected and disbursed loans. The worst situation is in the banking sector in Montenegro, where the balance sum remained at the same level as in the previous year, total deposits increased, but reduced lending activity and achieved a negative financial result.

In the end it can be concluded that the banking sector in Bosnia and Herzegovina reached a satisfactory level, and the following activities should be aimed at preserving its stability as a priority task in the current stress conditions, as well as its progress and development. Bearing in mind the general economic situation in BiH, one cannot expect significant growth of the banking sector without the development of the real economy in the coming years. However, banks should concentrate their activities on a full commitment to quality and careful management, and defense of the impact of the crisis, which is the biggest danger at the banks and the real sector of the economy and population. Further, banks should consistently apply the adopted policies and procedures to prevent money laundering and terrorism. In the future, it is important to strengthen the bank's additional capital, primarily due to unfavorable conditions in the credit segment of the collection of receivables which affects the increase in credit losses and reduce the profitability of the banking sector. Of particular importance to strengthen the bank's capital with a small volume of business because no inflow of fresh capital will not be able to fight for a place in the banking market and the existing conditions make it difficult to achieve a profitable business.

nansijske stabilnosti. Finansijski izvještaji predstavljaju najefikasniji način da se subjektima koji se nalaze izvan banke periodično prikažu informacije koje su skupljene i obradene u računovodstvenom sistemu. Analizirajući detaljno pokazatelje poslovanja banaka BiH u 2012. godini može se konstatovati da je bankarski sektor stabilan i da za sada uspijeva da odoli rizicima koji su posljedica globalne finansijske krize. U 2012. godini došlo je do povećanja aktivnosti banaka, odnosno povećanja bilanske sume, kredita i depozita.

Bankarski sektor Bosne i Hercegovine uspio je da održi likvidnost tokom 2012. godine, što je svakako pohvalno jer je rizik likvidnosti, uz kreditni rizik, jedan od najvažnijih i najsloženijih segmenta bankarskog poslovanja. Kada je došlo do poremećaja na finansijskim tržištima zbog uticaja globalne krize, rizik likvidnosti je naglo dobio na značaju, a upravljanje ovim rizikom postalo je ključni faktor za nesmetano poslovanje, blagovremeno izvršavanje dospjelih obaveza i očuvanje dugoročne pozicije banke, u smislu njene solventnosti i kapitalne osnove. Takođe, bankarski sektor je bio profitabilan u 2012. godini.

U poređenju sa zemljama regionala, bankarski sektor Bosne i Hercegovine posluje sasvim solidno. Slično stanje je i u bankarskom sektoru Srbije, gdje je takođe zabilježen rast ukupne aktive, prikupljenih depozita, plasiranih kredita, ostvaren je pozitivan finansijski rezultat, a i likvidnost je održana na zadovoljavajućem nivou. Bankarski sektor Hrvatske ostvario je pozitivan finansijski rezultat i održao likvidnost na zadovoljavajućem nivou, ali je u 2012. godini zabilježeno smanjenje bilanske sume, prikupljenih depozita i plasiranih kredita. Najlošije stanje je u bankarskom sektoru Crne Gore, u kome je bilansna suma ostala na istom nivou kao u prethodnoj godini, ukupni depoziti su povećani, ali je smanjena kreditna aktivnost i ostvaren negativan finansijski rezultat.

Na kraju se može konstatovati da je bankarski sektor Bosne i Hercegovine dostigao zadovoljavajući nivo, a naredne aktivnosti treba da budu usmjerene na očuvanje njegove stabilnosti kao prioritetni zadatak u aktuelnim stresnim uslovima, te njegov dalji napredak i razvoj. Imajući u vidu opštu ekonomsku situaciju u BiH, ne može se očekivati značajan rast bankarskog sektora bez razvoja realne ekonomije u narednim godinama. Ipak, banke bi svoje aktivnosti trebale koncentrisati na potpunu posvećenost kvalitetnom i opreznom poslovanju, te odbrani od uticaja krize koja je najveća opsanost za banke i realni sektor privrede i stanovništva. Dalje, banke treba da dosledno primjenjuju usvojene politike i procedure u sprječavanju pranja novca i terorizma. U narednom periodu veoma je važno da banke dodatno kapitalno ojačaju, prvenstveno zbog nepovoljnog stanja u segmentu naplate kreditnih potraživanja koje utiče na porast kreditnih gubitaka i smanjenje

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profitabilnosti bankarskog sektora. Od posebnog je značaja da se kapitalno ojačaju banke sa malim obimom poslovanja, jer bez dotoka svježeg kapitala neće moći da se izbore za mjesto na bankarskom tržištu i u postojećim uslovima teško će ostvarivati profitabilno poslovanje.

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STANDARD AND CRITERIA OF EVALUATION OF STUDENTS' KNOWLEDGE IN ENGLISH LANGUAGE ON NON CORE FACULTY

Vesna Đurović¹

Abstract

Foreign language on non-core faculties often has a specific status. It is often the case that a number of students have limited or no previous knowledge. On the other hand, there are a certain number of students who have excellent knowledge, so the corpus they should learn is not interesting for them. Therefore they are unmotivated and uninterested for the work on the classes. For all the reasons mentioned before it is necessary to make qualitative classification previously acquired knowledge, and according to these results make the groups in order to adjust the lessons to the knowledge of the students. That does not mean that the evaluation of knowledge and assessment should not be done on the same way or on the same principle. On the contrary, it is necessary to gain the same knowledge level with all students, in order to have assessment on the same level.

Key words: teaching a foreign language, knowledge assessment, grouping and motivating.

INTRODUCTION

Foreign language on non-core faculty is usually an elective course. The issue of criteria for knowledge assessment is the crucial one for the teachers. That is, what is the knowledge that a student should acquire after taking this course or any other foreign language course on non-core faculty. In conclusion it should be some basic level of language knowledge if we know that teachers are burdened by insufficient number of classes and enormous corpus. In this paper language skills will be analyzed and some suggestions for knowledge assessment of the students will be given.

According to the changes that have occurred in higher education after the signing of the Bologna Declaration a new system of monitoring and

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STANDARDI I KRITERIJUMI VREDNOVANJA ZNANJA STUDENATA IZ ENGLESKOG JEZIKA NA NEMATIČNOM FAKULTETU

Vesna Đurović¹

Sažetak

Strani jezik na nematičnim fakultetima nerijetko ima specifičan status. Česte su situacije da određeni broj studenta iz stranog jezika imaju ograničena ili nikakva predznanja. Sa druge strane postoje i oni studenti koji imaju odlična predznanja, te gradivo koje trebaju da uče često nije interesantno. Samim tim, ova grupa studenata je nemotivisana i nezainteresovana za rad na časovima. Zbog svega navedenog neophodno je kvalitetno klasifikovati prethodna znanja studenata i na osnovu toga napraviti grupe, kako bi se rad na časovima mogao prilagoditi određenoj ciljnoj grupi. To ne znači da se vrednovanje znanja i evaluacija ne trebaju sprovesti na isti način ili po istom principu. Upravo suprotno, potrebno je dostići jednak nivo znanja kod svih studenata, kako bi i evaluacija bila na istom nivou.

Ključne riječi: nastava stranog jezika na nematičnom fakultetu, evaluacija znanja, vrednovanje znanja, grupisanje i motivisanje

Abstract

Foreign language on non-core faculties often has a specific status. It is often the case that a number of students have limited or no previous knowledge. On the other hand, there are a certain number of students who have excellent knowledge, so the corpus they should learn is not interesting for them. Therefore they are unmotivated and uninterested for the work on the classes. For all the reasons mentioned before it is necessary to make qualitative classification previously acquired knowledge, and according to these results make the groups in order to adjust the lessons to the knowledge of the students. That does not mean that the evaluation of knowledge and assessment should not be done on the same levels or on the same principle. On the contrary, it is necessary to gain the same knowledge level with all students, in order to have assessment on the same level.

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evaluating the work of students was imposed. Unlike previous summative assessment of the student at the end of the semester, if it is the one-semester exam, or at the end of the school year, if it is more than one semester exam; according to the new system of work, there are assessing of colloquium, seminar papers, essays, various tests and other similar forms of assessment students. This gave the possibility to lecturers to charge students with a small amount of material, and at the same time to provide a diversity of testing. Providing that student will learn better the smaller amount of material for the exam, the new system of work should bring better results than the old one. Any language can be monitored and evaluated in many different ways. Every teacher should bear in mind what are the competence and what is the knowledge, namely the levels of knowledge and usage of language, the student should permanently adopt after finishing the course of a foreign language. If we bear in mind that the ultimate goal of learning any language is communication, it is clear that the focus of teaching should be the adoption of linguistic competence, development of conversational skills and ways of communication in general. In order to better achieve this goal it is important to make clear the scale of assessment or evaluation of student learning. That is, it is important to clarify some terminology definitions in order to know what is the task of the teacher, not only in the process of teaching, but also in the process of student assessment or evaluation of their knowledge.

THEORY

DETERMINATION OF THE TERM

When it comes to evaluating of the pedagogical literature, one can find a number of terms that are used as synonyms or related terms. It is imperative to make a clear definition and distinction of concepts such as evaluation, assessment of students' knowledge, monitoring, measurement. In the literature there are different interpretations. Emina Hebib points out that there is a strong conceptual mismatch, and that is now synonymous with slight differences the uses of the terms evaluation, assessment, measurement, monitoring and alike.² Evaluation has a broader meaning. It is implied valuation of something according to the established criteria.³ Thus, for each subject, including English language, it is necessary to determine what it is that is valued, and what are the outcomes that will be evaluated on the basis of which criteria. It is also important to clearly define what is a student as-

² Hebib, Emina, *Različita određenja pojma evaluacija kao rezultat razlika u shvatanjima cilja, funkcije, sadržaja i metodološke osnove evaluacije*, Pregledni naučni rad, Pedagogija XXVII (XLVI), 3 -4, 1992.

³ *Pedagoška enciklopedija*, Beograd, 1989., str. 192.

Key words: foreign language on non-core faculties, evaluation of the knowledge, knowledge assessment, grouping and motivating

UVOD

Stani jezik na nematičnom fakultetu obično je izborni predmet. Za predavače se često nameće pitanje koji su to kriterijumi na osnovu kojih student treba da dobije ocjenu iz ovog predmeta. Odnosno, koja su to znanja koja student treba da ponese nakon odslušanog kursa iz nekog stranog jezika na nematičnom fakultetu. Ograničeni malim fondom časova i velikom količinom gradiva nameće se zaključak da je to jedno uže i osnovno znanje. U skladu sa tim analiziraće se jezičke vještine i dati prijedlog za evaluaciju znanja studenata.

U skladu sa promjenama koje su nastale u visokoškolskom obrazovanju nakon potpisivanja Bolonjske deklaracije nametnuo se i jedan novi sistem praćenja rada i vrednovanja znanja studenata. Za razliku od dosadašnjeg sumativnog načina ocjenjivanja studenata na kraju semestra, ukoliko je jednosemestralni ispit, ili školske godine, ukoliko je više semestralni ispit, prema novom sistemu rada, nameće se ocjenjivanje kroz kolokvijume, seminarске rade, eseje, razna testiranja i druge slične oblike provjere znanja studenata. Ovo je dalo mogućnost predavačima da studente optereće manjom količinom gradiva, a istovremeno i raznovrsnijem načinu ispitivanja. Ako posmatramo tako da će studenti manju količinu gradiva koju trebaju da savladaju za određenu provjeru kvalitetnije naučiti i usvojiti, novi sistem rada trebao bi donijeti bolje rezultate od dosadašnjeg sistema rada. Bilo koji jezik može se pratiti i ocjenjivati na mnogo različitih načina. Svaki nastavnik treba imati u vidu koje su to kompetencije i koja su to znanja, tačnije nivoi znanja i korištenja jezika, koje student treba trajno usvojiti nakon odslušanog kursa stranog jezika. Ako imamo na umu da je krajnji cilj učenja bilo kojeg jezika komunikacija, jasno nam je da fokus poučavanja treba biti na usvajanju jezičkih kompetencija, razvijanju vještine konverzacije i načina komunikacije u cjelini. U cilju što boljeg ostvarivanja ovog cilja važno je napraviti jasnu skalu ocjenjivanja ili vrednovanja znanja studenata. Odnosno, važno je razjasniti neke terminološke definicije kako bismo znali šta je zadatak nastavnika ne samo u procesu poučavanja, već i u procesu ocjenjivanja studenata ili evaluacije njihovog znanja.

TEORIJSKI OKVIR POJMOVNO ODREĐENJE

Kada je riječ o evaluaciji u pedagoškoj literaturi može se naći nekoliko pojmoveva koji se koriste kao sinonimi ili pak srodnici pojmovi. Od izuzetne je

sessment and note is it a broader or narrower concept in relation to the evaluation. Assessment of knowledge is evaluation. Do we, as part of the assessment of knowledge or evaluation, evaluate the ultimate goal or outcome of learning? It is important to know that the assessment should be aligned with the ultimate goal and the outcome of learning. Every teacher needs to consider what is important in the course and what students need to bring permanent, and whether this expectation coincides with the ultimate goal of total educational process and the learning process with the aim of training for a future career. It is discouraging that the system of society is based on the evaluation. Unfortunately, very often our students are motivated to learn only to achieve high scores, and not because of the enrichment of knowledge and the acquisition of certain competencies. In the diagrams, the authors emphasize that it is necessary to put into the center of interest the ultimate goal and outcomes of teaching a particular subject, in accordance with the purpose and outcomes one needs to make decisions about how and what to teach, and how and what to assess.

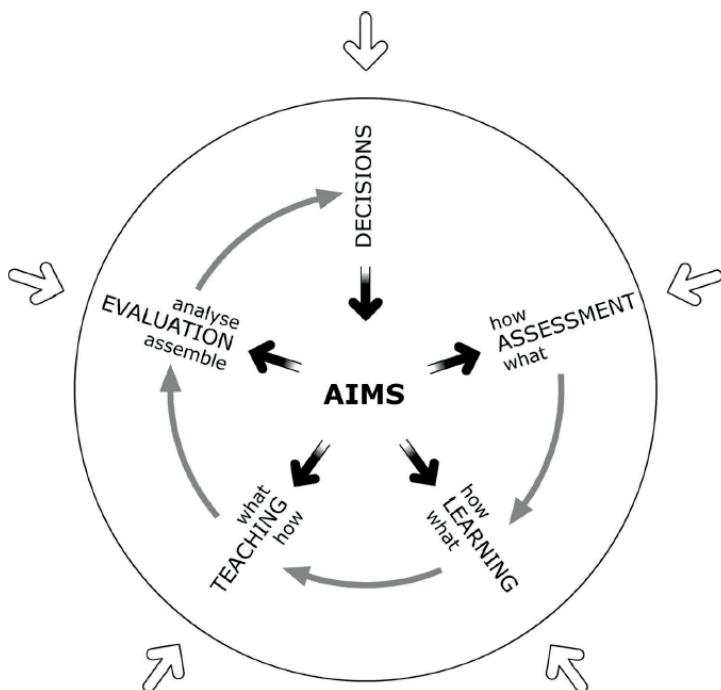


Figure 1: A Logical Model of Curriculum Development (from Cowan & Harding, 1986). Diagram used for the purpose of introducing academic staff to the concept of using a model to inform the design, development and delivery of the curriculum

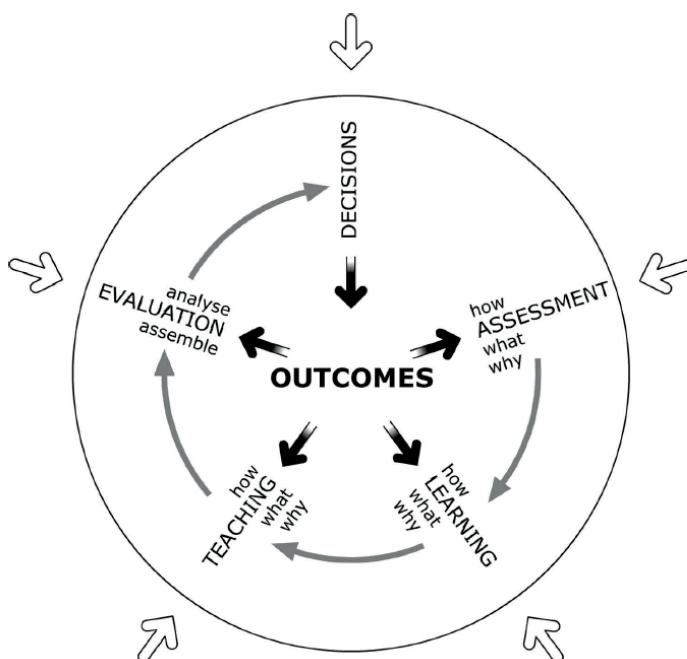
važnosti napraviti jasno definisanje i razgraničenje pojmova kao što je evaluacija, vrednovanje znanja studenata, praćenje, mjerjenje, ocjenjivanje. U literaturi se nalaze različita tumačenja. Emina Hebib ističe da postoji velika pojmovna neusklađenost, te da se danas istoznačno ili sa malim razlikama koriste termini evaluacija, vrednovanje, mjerjenje, ocjenjivanje, praćenje i slično.² Evaluacija ima šire značenje i podrazumijeva vrednovanje nečega prema utvrđenom kriterijumu.³ Dakle, za svaki predmet, pa tako i za engleski jezik, neophodno je utvrditi šta je to što se vrednuje, odnosno koji su to ishodi učenja koje ćemo vrednovati i na osnovu kojeg kriterijuma. Takođe je važno jasno definisati šta je to vrednovanje znanja i uočiti da li je to širi ili uži pojam u odnosu na evaluaciju. Vrednovanje znanja jeste evaluacija. Da li u okviru vrednovanja znanja, odnosno evaluacije, ocjenjujemo krajnji cilj ili ishod učenja? Važno je znati da ocjenjivanje treba uskladiti sa krajnjim ciljem i ishodom učenja. Svaki predavač treba da se zapita šta je važno u okviru predmeta što studenti trebaju da trajno ponesu, kao i to da li se to očekivanje poklapa sa krajnjim ciljem ukupnog obrazovnog procesa i samog procesa učenja u cilju obuke za neko buduće zanimanje. Poražavajuće je da je sistem društva zasnovan na ocjenjivanju. Na žalost, vrlo često naši studenti su motivisani da uče samo zbog postizanja visoke ocjene, a ne zbog obogaćivanja znanja i sticanja određenih kompetencija. U dijagramima autori naglašavaju da je neophodno u centar interesovanja staviti krajni cilj i ishode poučavanja određenog predmeta, a u skladu sa ciljem i ishodima potrebno je donijeti odluke kako i šta poučavati, odnosno kako i šta ocjenjivati.

² Hebib, Emina, *Različita određenja pojma evaluacija kao rezultat razlika u shvatanjima cilja, funkcije, sadržaja i metodološke osnove evaluacije*, Pregledni naučni rad, Pedagogija XXVII (XLVI), 3 -4, 1992.

³ *Pedagoška enciklopedija*, Beograd, 1989., str. 192.

The first diagram shows the model of curriculum development of any subject. It was used to introduce the academic staff in mentioned concept where in the centre of curriculum development of any subject should be the aim of the studing. Based on clearly defined aim it is necessary to decide how and what to evaluate, that is which knowledges and based on what issues that knowledge should be evaluated, and also how and what to learn, or teach. According to everything mentioned before it is neccesary to make an analasy of the evaluation and decide what will be evaluated.⁴

Assessment of Student Learning: promoting a scholarly approach



The other detailed diagram develops a concept, except that at the center of interest puts learning outcomes. Accordingly, it is necessary to develop concepts how and what to evaluate; what, why and how to teach; and finally analyze the process of evaluation.⁵

The evaluation process is one of the most difficult tasks for each teacher. It is crucial to clearly define and present to the students which are the components that will be evaluated, as well as what the knowledge is needed to

⁴ Lorraine, Stefani, *Assessment of Student Learning: promoting a scholarly approach*, Learning and Teaching in Higher education, Issue 1, 2004 – 2005, pg. 56. i 57.

⁵ Ibid.

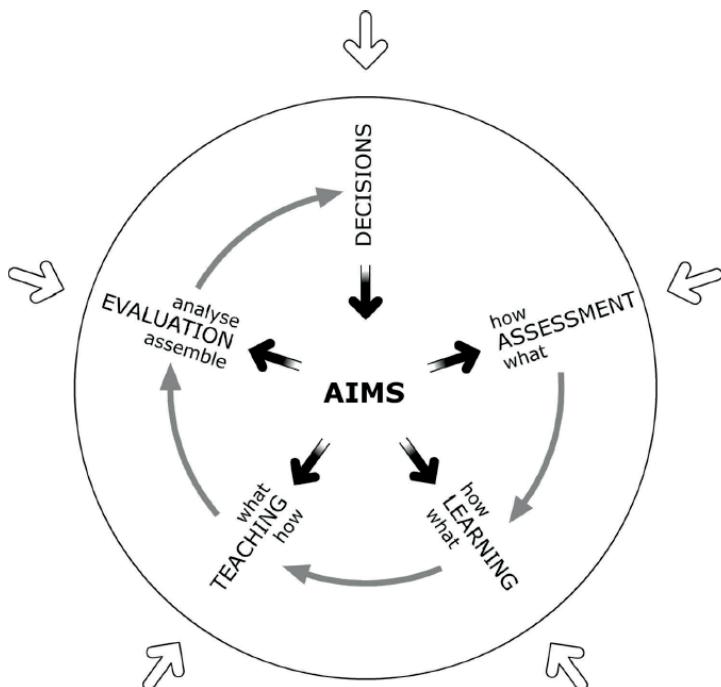


Figure 1: A Logical Model of Curriculum Development (from Cowan & Harding, 1986). Diagram used for the purpose of introducing academic staff to the concept of using a model to inform the design, development and delivery of the curriculum

Prvi dijagram opisuje model razvoja kurikuluma bilo kojeg predmeta, a korišten je za uvođenje akademskog osoblja u navedeni koncept koji podrazumijeva da u središtu razvoja kurikuluma bilo kojeg predmeta treba biti cilj izučavanja, a na osnovu jasno definisanog cilja potrebno je donijeti odluku kako i šta vrednovati, odnosno koja znanja i na osnovu čega ta znanja treba vrednovati; zatim kako i šta učiti, odnosno poučavati i na osnovu svega navedenog napraviti analizu evaluacije, odnosno šta je to što ćemo ocjenjivati.⁴

Drugi dijagram detaljnije razvija koncept, s tim što u centar interesovanja stavlja ishode učenja. U skladu s tim potrebno je razviti koncepte šta i kako vrednovati, šta, kako i zašto učiti, šta, kako i zašto poučavati i na kraju analizirati proces evaluacije.⁵

⁴ Lorraine, Stefani, *Assessment of Student Learning: promoting a scholarly approach*, Learning and Teaching in Higher education, Issue 1, 2004 – 2005, str. 56. i 57.

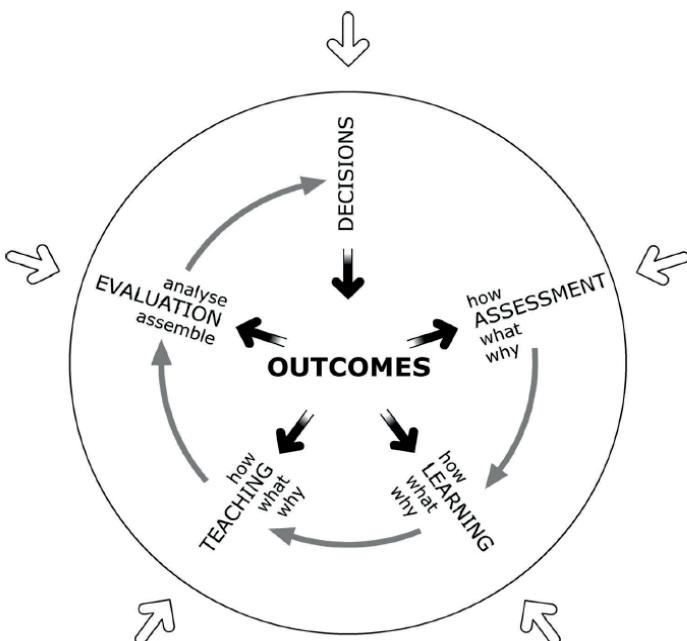
⁵ Ibid.

obtain a certain number of points, or a certain mark. It is not rare that teachers are prone to subjective judgment. Subjective evaluation can have its positive side when we talk about the formative method of assessment, and if we want to motivate and stimulate the students to achieve better results. Since this often is not the case, in our classrooms and amphitheatres we often encounter a halo effect, evaluating in affect or the unstable criteria in the evaluation is present.⁶ To avoid this during the process of evaluation or assessment it is necessary to set a criteria for evaluating student in accordance with the learning outcomes; provide a clear understanding between teachers and students what the criterion of evaluation is, ensure transparency and insight into the system of evaluation, as well as feedback from students, i.e. whether the student agrees or disagrees with the assessment, to what extent and what would he / she have done differently. Communication and open relationship between the teacher and the student will contribute to a better understanding of the whole process of learning, teaching and assessment and make meaningful, purposeful and generally more useful. Below we give a proposal for evaluating language skills in the example of the English language. Depending on the outcomes of learning skills will have different components that are measured and evaluated, and the model can be applied in the evaluation of the subject by combining the assessment of language skills, and activities and engagement of students in the classes themselves lectures and exercises the above subject.

EVALUATION ON THE EXAMPLE SUBJECT FOREIGN LANGUAGE / ENGLISH LANGUAGE

Since the score in teaching English language most commonly is performed as a collective component of two colloquiums, final exam and the presence and engagement in the classroom, assessment of language skills can be adapted to pre-exam and exam commitments as follows: first colloquium can be evaluated through the essay, others second test could be a test of reading, while the final exam in this case represent a synthesis of acquired knowledge from the whole material of the subject. Attendance and engagement in the classes also carries a certain number of points, and the students' work is thus further monitored, and students are motivated to come to classes regularly and to further engage in the lessons.

6 Ibid.



Proces ocjenjivanja je jedan od najtežih zadataka svakog nastavnika. Od izuzetnog je značaja jasno definisati i studentima prezenotvati koje su to komponenete koje će se ocjenjivati, kao i koja su to znanja potrebna da bi se dobio određeni broj bodova, odnosno određena ocjena. Nisu rijetki slučajevi kada su nastavnici skloni subjektivnom ocjenjivanju. Subjektivno ocjenjivanje može imati svoje pozitivne strane kada govorimo o formativnom načinu ocjenjivanja i ako na taj način želimo da motivišemo i podstaknemo studenta da postiže bolje rezultate. Budući da ovo često nije slučaj, nerijetko ćemo u našim učionicama i amfiteatrima naići na halo-efekat, ocjenjivanje u afektu ili na nestabilne kriterijume pri ocjenjivanju.⁶ Da bi se ovo izbjeglo prilikom procesa ocjenjivanja ili evaluacije potrebno je: postaviti kriterijume za ocjenjivanje studenta u skladu sa ishodima učenja, osigurati jasno razumijevanje između nastavnika i studenata koji je to kriterijum ocjenjivanja, osigurati transparentnost i uvid u sistem ocjenjivanja, kao i povratnu informaciju od studenata, tj. da li se student slaže, odnosno ne slaže sa ocjenom, u kojoj mjeri i šta bi on / ona drugačije uradili.

Komunikacija i otvoren odnos između nastavnika i studenta dopriniće boljem razumijevanju i cjelokupan proces učenja, poučavanja, pa i ocjenjivanja

⁶ Suzić, Nenad, *Pedagogija za XXI vijek*, Izdavačka kuća Suzić "Books and Sounds", Banja Luka, 2005., str. 633 – 635.

THE FIRST PRELIMINARY EXAM – ESSAY

The essay is one of the skills in language teaching, which gives a fairly complete picture of the students' knowledge level in terms of vocabulary, sentence structure, style development, grammar and employment of grammar rules used in a proper way. Students under this test can score maximum of twenty points. Reflecting on what in the teaching of language is needed to assess in the scope of this skill following components appeared:

1. Vocabulary 0-2 points
2. Sentence structure 0-2 points
3. Topic 0-2 points
4. Proper writing (spelling) 0-2 points
5. Structure of the text 0-2 points
6. The number of words in the essay 0-2 points
7. Grammar 0-2 points
8. Punctuation 0-2 points
9. Connections to other text 0-2 points
10. Style 0-2 points

SECOND PRELIMINARY EXAM – READING

To adopt the knowledge of any subject it is necessary to master the skill of reading. In the teaching of English as general subject that is taught at non-core faculty, reading is one of the skills that students should master. Students under this Colloquium may also collect a maximum of twenty points. Within the reading skills component that can be assessed are:

1. Vocabulary 0-4 points
2. Understanding of a given text 0-4 points
3. Regularity of speaking (respecting the student's decision
to use BrE or AE) 0-4 points
4. Fluency 0-4 points
5. Expression 0-4 points

THE FINAL EXAM

The final exam includes checking the entire material through the test. The test should include the tasks of different types, which are checked:

1. Understanding of the text through a series
of questions and answers 0-10 points
2. Grammar tasks 0-10 points
3. Conversations 0-10 points
4. Translation of text from English into Serbian 0-10 points

učiniti smislenijim, svrshodnijim i uopšte korisnijim. U nastavku ćemo dati prijedlog za ocjenjivanje jezičkih vještina na primjeru engleskog jezika. Zavisno od ishoda učenja vještine će imati različite komponete koje se vrednuju i ocjenjuju, a model se može primjeniti u ocjenjivanju nastavnog predmeta kombinujući ocjenjivanje jezičkih vještina, i aktivnosti i angažovanosti studenata na samim časovima predavanja i vježbi navedenog nastavnog predmeta.

EVALUACIJA NA PRIMJERU PREDMETA STANI JEZIK – ENGLESKI JEZIK

Budući da se ocjena iz nastavnog predmeta Engleski jezik najčešće izvodi kao zbirna komponenta dva kolokvijuma, završnog ispita i prisustva i angažovanosti na nastavi, ocjenjivanje jezičkih vještina može se prilagoditi predispitnim i ispitnim obavezama na sljedeći način: prvi kolokvijum može da se ocjenjuje kroz esej, drugi kolokvijum može da bude test čitanja, dok bi završni ispit u tom slučaju predstavljao sintezu usvojenog znanja iz grada navedenog nastavnog predmeta. Prisustvo nastavi i angažovanost na časovima takođe nose određeni broj bodova, te se rad studenata na taj način dodatno prati, a studenti su motivisani da na časove dolaze redovno i da se na časovima dodatno angažuju.

PRVI KOLOKVIJUM - ESEJ

Esej je jedna od vještina u nastavi jezika koja daje prilično kompletну sliku o nivou znanja studenta u smislu poznavanja vokabulara, strukture rečenice, razvijenosti stila, poznavanju gramatike i speremnosti studenta da gramatička pravila koristi na pravilan način. Student u okviru ovog kolokvijuma maksimalno može skupiti dvadeset bodova.

Razmišljajući šta je to što u okviru nastave jezika je potrebno ocjenjivati u okviru ove vještine došlo se do sljedećih komponenti:

1. vokabular 0 - 2 boda
2. struktura rečenice..... 0 - 2 boda
3. tema..... 0 - 2 boda
4. pravilno pisanje (spelling) 0 - 2 boda
5. struktura teksta 0 - 2 boda
6. broj riječi u eseju 0 - 2 boda
7. gramatika..... 0 - 2 boda
8. interpunkcija..... 0 - 2 boda
9. povezanost sa ostalim tekstrom 0 - 2 boda
10. stil 0 - 2 boda

5. Translation of text from Serbian to English 0-10 points

THE PRESENCE AND INVOLVEMENT IN CLASS

Since the introduction of the Bologna Process attendance became mandatory. Therefore students have the option of regular learning and testing the acquired knowledge. On the other hand, this provides the ability for teachers to record, track and convert into point engagement and promptness of students in the classes. This is necessary for the final mark. Attendance can be marked as follows:

0-50 %	0 points
51-60 %	6 points
61-70 %	7 points
71-80 %	8 points
81-90 %	9 points
91-100 %	10 points

CONVEYING POINTS INTO MARKS

It was previously listed the scoring system for Colloquium, final exam and attendance in class. In order to achieve a positive mark the student needs to collect a certain number of points, at the preliminary exams – colloquia, attendance in class, as well as on the final exam. The sum of two colloquia, final exam and attendance in classes is a maximum of one hundred points. According to that marks would be carried out by the following:

- 0 – 50 points (grade 5),
- 51 – 60 points (grade 6),
- 61 -70 points (grade 7),
- 71 – 80 points (grade 8),
- 81 – 90 points (grade 9),
- 91 – 100 points (grade 10).

CONCLUSION

Since the introduction of the Bologna Process a new system of student learning evaluation have been introduced on colleges. The current testing system adapted by summary mode has been replaced by continuous monitoring of the learning process and progress of each student individually. This certainly requires a lot of work and preparation of both key factors in teaching higher education, students themselves, as well as teachers and assistants. The scoring system requires a process of continuous learning and fulfilling

DRUGI KOLOKVIJUM - ČITANJE

Da bi se usvojilo znanje iz bilo kojeg predmeta potrebno je savladati vještina čitanja. U okviru nastave Engleskog jezika, kao opšteg predmeta koji se izučava na nematičnom studiju, čitanje je još jedna od vještina koju bi trebalo studenti da savladaju. Student u okviru ovog kolokvijuma takođe može da sakupi maksimalno dvadeset bodova. U okviru vještine čitanja komponente koje se mogu ocjenjivati su:

1. vokabular 0 – 4 boda
2. razumijevanje zadanog teksta 0 – 4 boda
3. pravilnost izgovora poštujući pravo studenta da se opredijeli za određeni akcenat (britanski ili američki izgovor) 0 – 4 boda
4. fluentnost 0 – 4 boda
5. izražajnost 0 – 4 boda

ZAVRŠNI ISPIT

Završni ispit podrazumijeva provjeru cjelokupnog gradiva kroz test. Test treba da sadrži zadatke različitog tipa kojima se provjerava:

1. razumijevanje teksta kroz niz pitanja i odgovora 0 – 10 bodova
2. gramatički zadaci 0 – 10 bodova
3. konverzacija 0 – 10 bodova
4. prevod teksta sa engleskog na srpski 0 – 10 bodova
5. prevod teksta sa srpskog na engleski 0 – 10 bodova

PRISUSTVO I ANGAŽOVANOST NA NASTAVI

Od uvođenja bolonjskog procesa prisustvo nastavi je postalo obavezno. Samim tim studenti imaju mogućnost redovnog učenja i isticanja stečenog znanja. Ovo, sa druge strane daje mogućnost nastavnicima i saradnicima da angažovanost i ažurnost studenata na časovima bilježe, prate i pretvore u bodove, neophodne za ocjenu. Prisustvo nastavi se može bodovati na sljedeći način:

- | | |
|------------------|------------------------|
| 0 - 50 % | 0 bodova |
| 51 – 60 % | 6 bodova |
| 61 – 70 % | 7 bodova |
| 71 – 80 % | 8 bodova |
| 81 – 90 % | 9 bodova |
| 91 – 100 % | 10 bodova ⁷ |

⁷ Branković, Drago, *Sistem bodovanja i ocjenjivanja ishoda učenja, Evaluacija rada studenata i nastavnika – hrestomatski izbor tekstova*, Filozofski fakultet, Banja Luka, 2012., str. 80.

of preliminary exams, as well as the final exams. As a result of this, with regular learning at the end of the learning process, students should bring a more complete and comprehensive knowledge of the subjects.

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5. *Pedagoška enciklopedija*, Beograd, 1989.

PREVOĐENJE BODOVA U OCJENE

Prethodno je naveden bodovni sistem za kolokvijume, završni ispit i prisustvo na nastavi. Kako bi student ostvario pozitivnu ocjenu na nastavnom predmetu potrebno je da sakupi određen broj bodova, kako na predispitnim obavezama – kolokvijumi i prisustvo na nastavi, tako i na završnom ispit. Zbir dva kolokvijuma, završnog ispita i prisustva na nastavi je maksimalno stotinu bodova. U skladu sa tim ocjene bi se izvele iz sljedećeg:

- 0 – 50 bodova – ocjena 5,
- 51 – 60 bodova – ocjena 6,
- 61 – 70 bodova – ocjena 7,
- 71 – 80 bodova – ocjena 8,
- 81 – 90 bodova – ocjena 9,
- 91 – 100 bodova – ocjena 10.

ZAKLJUČAK

Od uvođenja bolonjskog načina rada na fakultetima nametnuo se i novi sistem vrednovanja znanja studenata. Dosadašnji sistem ispitivanja prilagođen sumativnom načinu rada zamijenjen je kontinuiranim praćenjem procesa učenja i napredovanja svakog studenta pojedinačno. Ovo svakako zahtijeva veliki rad i pripremu oba ključna faktora u nastavi visokog obrazovanja, kako samih studenata, tako i nastavnika odnosno saradnika. Bodovni sistem zahtijeva kontinuiran proces učenja i ispunjavanja kako predispitnih, tako i ispitnih obaveza. Kao rezultat ovakvog redovnog učenja studenti bi trebali na kraju procesa učenja ponijeti kompletnije i sveobuhvatnije znanje iz nastavnih predmeta.

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