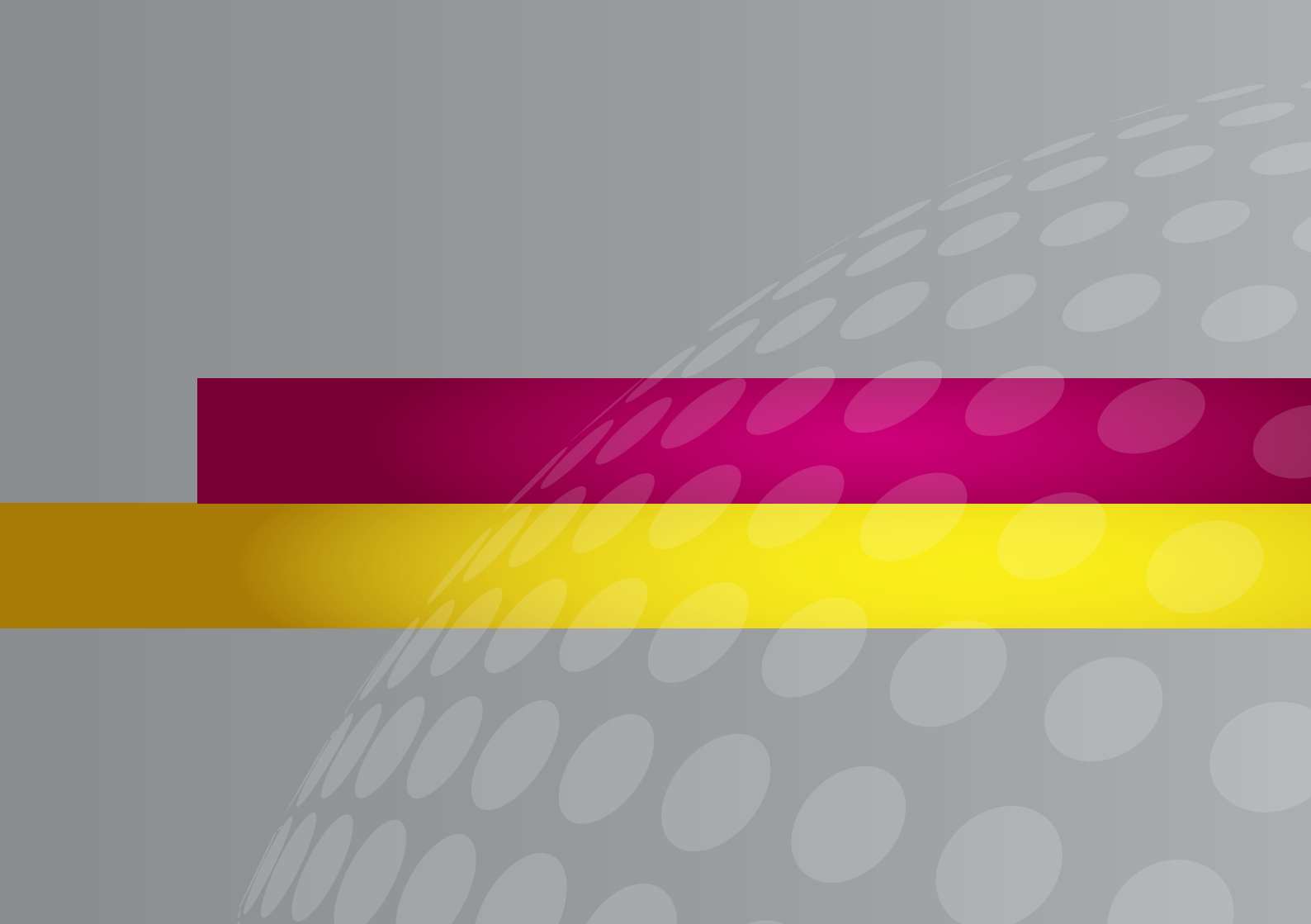




CHAMBER OF
ECONOMY OF
MONTENEGRO



**IMPLEMENTATION OF THE QUALITY STANDARDS IN
ORDER TO STRENGTHEN THE COMPETITIVENESS
AND INTERNATIONALIZATION OF THE
CEFTA REGION ECONOMIES**





Konferencija

**IMPLEMENTACIJA STANDARDA KVALITETA U
CILJU JAČANJA KONKURENTNOSTI I
INTERNACIONALIZACIJE PRIVREDA
CEFTA REGIONA**

Conference

**IMPLEMENTATION OF THE QUALITY
STANDARDS IN ORDER TO STRENGTHEN
THE COMPETITIVENESS AND
INTERNATIONALIZATION OF THE
CEFTA REGION ECONOMIES**

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Hotel Podgorica, Podgorica

UVODNO OBRAĆANJE

Velimir Mijušković

predsjednik Privredne komore Crne Gore

Uslovi nadmentanja na lokalnom, regionalnom i globalnom tržištu, nameću privrednim organizacijama, a i javnoj upravi, nužnost kontinuiranog prilagođavanja i unapređenja poslovanja. Nezavisno od sektora, veličine ili strukture, organizacije treba da uspostave odgovarajući okvir za upravljanje. Bez sistema za identifikaciju, određivanje prioriteta i stalnih unaprjeđenja, sistema u koji su uključeni svi zaposleni, organizacija nije sposobna da se poboljšava. Cilj svakog poslovnog sistema je ostvarenje što većeg profita uz zadovoljstvo korisnika proizvoda (roba/usluga), zaposlenih i drugih zainteresovanih strana. Unapređenje produktivnosti i konkurentnosti postaje imperativ u poslovanju, odnosno uslov za uspješnost.

Kvalitet u primjeni predstavlja metode učenja i tehnike skraćivanja vremenskih ciklusa, smanjivanje troškova i poboljšanje procesa i proizvoda. Takođe, podrazumijeva obezbjeđenje treninga za postojeće i nove zaposlene, kao i mentorstvo ka podizanju efektivnosti i efikasnosti. Implementacija sistema menadžmenta kvalitetom je dokazan i pouzdan način da se organizacija poboljšava i uspješno bori sa konkurencijom. Imajuću u vidu da je strateški cilj zemalja CEFTA regiona pristupanje EU, neophodno je uložiti dodatne napore u usvajanje i implementaciju evropskih standarda, kako bi naše kompanije podigle nivo konkurentnosti i što spremnije se suočile sa konkurencijom na otvorenom, evropskom tržištu.

S tim u vezi, nastojanja Privredne Komore Crne Gore su usmjerena ka uspješnom zastupanju interesa crnogorskih preduzeća i stvaranju povoljnih uslova za unapređenje njihove konkurentnosti u globalnom privrednom ambijentu. Konferenciju posvećenu kvalitetu organizujemo uz podršku projekta „Implementacija CEFTA 2006 u cilju unapređenja internacionalizacije privreda Jugoistočne Evrope“, kojeg finansiraju Ministarstvo za ekonomsku saradnju i razvoj Njemačke, uz podršku Unije njemačkih privrednih komora (DIHK), Fondacije za privredni razvoj SEQUA i CEFTA Sekretarijata.

Naš cilj je promocija i podizanje svijesti privrednika, državne uprave i javnosti uopšte, o značaju implementacije principa kvaliteta i međunarodnih standarda kao podrške u upravljanju organizacijom i unapređenju konkurentnosti. Takođe, cilj je razmjena iskustava i praćenje trendova iz oblasti menadžmenta kvalitetom, kao i promocija kompanija koje su implementirale međunarodne standarde kvaliteta.

Uvjeren sam da će Konferencija, uz učešće predstavnika Vlade Crne Gore, privrednih komora regiona i univerziteta, te privrednika, pružiti doprinos uspješnosti poslovanja i sve većoj integraciji ponude regiona.

The competitive conditions at the local, regional and global market impose the necessity for continuous adaptations and improvements of the activities performed by business organizations but also by the public administration. Regardless of the sector, size or structure, the organizations should establish an appropriate management framework. An organization cannot make improvements without a system for identification, determination of priority and constant improvements with the involvement of all employees. The goal of any business system is the achievement of the highest possible profit along with the satisfaction of the users of products (goods/services), employees and other interested parties. The improvement of productivity and competitiveness has become an imperative in the business operations. In other words, it is the precondition for a good business performance.

The implementation of quality refers to the learning methods and techniques applied to reduce the time cycle and costs, on the one hand, and to improve work processes and products, on the other. In addition, it refers to the organization of trainings both for the old and new employees, as well as to the introduction of mentorship with an aim to increase effectiveness and efficiency. The implementation of the quality management system is a proven and reliable way to achieve organizational improvements and successfully fight competition. Given the fact that the strategic

objective of the CEFTA region is the accession to the EU, it is necessary to invest additional efforts in the adoption and implementation of the EU standards so that our companies can raise their competitiveness level and be ready to face the competition at the open EU market.

In line with this, the Chamber of Economy of Montenegro directs its activities towards a successful representation of the interests of Montenegrin enterprises and the creation of favorable conditions for the improvement of their competitiveness level in the global economic climate.

We have organized the conference dedicated to quality with the support of the project „Implementation of the CEFTA 2006 to Strengthen the Internationalization of the South-East Europe Countries“, financed by the Federal Ministry of Economic Cooperation and Development of Germany, with the support by the Association of German Chambers of Industry and Commerce (DIHK), Foundation for Economic Development and Vocational Training - SEQUA and CEFTA Secretariat.

Our objective is to promote and raise the awareness of the entrepreneurs, state administration and general public of the importance to implement the principles of quality and international standards as a support to the organizational management and the improvement of competitiveness. In addition, our objective is to exchange experiences and monitor the trends in quality management, as well as to promote

INTRODUCTION

Velimir Mijuskovic

President of the Chamber of Economy of Montenegro

the companies which have implemented the quality management standards.

I am sure that the conference, with the presence of the representatives of the Government of Montenegro, regional chambers of economy, universities and entrepreneurs, will contribute to the achievement of a higher degree of business performance and increased integration of the regional offer.

PROGRAM KONFERENCIJE

9.00 - 9.30 Registracija

9.30 - 10.00 Otvaranje konferencije

- *Velimir Mijušković, predsjednik Privredne komore Crne Gore*
- *Vladimir Kavarić, ministar ekonomije, Vlada Crne Gore*

10.00 - 11.30 Panel I - Poslovna izvrsnost i konkurentnost

Moderator:

- *Mr Danilo Radoman, predsjednik Odbora za kvalitet u Privrednoj komori Crne Gore*

Panelisti:

- *Prof. dr Miloš Jelić, predsjednik Stručnog savjeta fondacije za kulturu kvaliteta i izvrsnost Republike Srbije*
- *Dr Miroslav Drljača, predsjednik Hrvatskog društva menadžera kvaliteta*
- *Nataša Kecman, direktor Centra za usluge i medijaciju u Privrednoj komori Srbije*
- *Ljiljana Šljivić, Pivara "Trebjesa" d.o.o. Nikšić*

11.30 - 12.00 Pauza

12.00 - 13.30 Panel II - Standardi u funkciji jačanja konkurentnosti – poboljšavanje i inovacije

Moderator:

- *Mr Miodrag Perović, direktor Instituta za standardizaciju Crne Gore*

Panelisti:

- *Prof. dr Slavko Arsovski, Fakultet inženjerskih nauka Univerziteta u Kragujevcu, Srbija*
- *Prof. dr Milan Perović, Profesor emeritus*
- *Nikola Racković, Čelebić d.o.o. Podgorica*
- *Predstavnici privrednih komora*

13.30 - 14.30 Ručak

14.30 - 16.00 Panel III - Organizaciona kultura i kvalitet

Moderator:

- *Aleksandar Marđonović, rukovodilac Službe za kvalitet, Privredna komora Crne Gore*

Panelisti:

- *Prof. dr Zdravko Krivokapić, Mašinski fakultet Univerziteta Crne Gore*
- *Radoica Luburić, izvršni direktor, Centralna banka Crne Gore*
- *Tijana Sлагalo, Spoljnotrgovinska/Vanjskotrgovinska komora Bosne i Hercegovine*
- *Dragoljub Šaranović, Montecargo A.D. Podgorica*

16.00 - 16.30 Zaključci i kraj konferencije

CONFERENCE PROGRAM

9.00 - 9.30 Registration

9.30 - 10.00 Opening speeches

- *Velimir Mijuskovic*, President of the Chamber of Economy of Montenegro

- *Vladimir Kavacic*, Minister of Economy, Government of Montenegro

10.00 - 11.30 Panel I - Business Excellence and Competitiveness

Moderation:

- *MA Danilo Radoman*, President of the Quality Board in the Chamber of Economy of Montenegro

Panelists:

- *PhD Milos Jelic*, President of the Expert Council of the Foundation for Culture of Quality and Excellence, Serbia

- *PhD Miroslav Drljaca*, President of the Croatian Society of Quality Managers

- *Natasa Kecman*, Director, Center for Services and Mediation in the Chamber of Commerce and Industry of Serbia

- *Ljiljana Sljivic*, Brewery "Trebjesa" Niksic, Montenegro

11.30 - 12.00 Coffee break

12.00 - 13.30 Panel II - Implementation of standards in order to strengthen competitiveness – improvement and innovation

Moderation:

- *MA Miodrag Perovic*, Director of the Institute for Standardization of Montenegro

Panelists:

- *PhD Slavko Arsovski*, Faculty of Engineering Sciences, University of Kragujevac, Serbia

- *PhD Milan Perovic*, Professor Emeritus, Montenegro

- *Nikola Rackovic*, Celebic d.o.o. Podgorica, Montenegro

- *Representatives of CEFTA Chambers*

13.30 - 14.30 Lunch break

14.30 - 16.00 Panel III - Organizational Culture and Quality

Moderation:

- *Aleksandar Mardjonovic*, Head of the Quality Department, Chamber of Economy of Montenegro

Panelists:

- *PhD Zdravko Krivokapic*, Faculty of Mechanical Engineering, University of Montenegro

- *Radoica Luburic*, Executive Director, Central Bank of Montenegro

- *Tijana Slagalo*, Foreign Trade Chamber of Bosnia and Herzegovina

- *Dragoljub Saranovic*, Montecargo A.D. Podgorica, Montenegro

16.00 - 16.30 Conclusions – Closing of the Conference

POSLOVNA IZVRSNOST I KONKURENTNOST

Mr Danilo Radoman

Jedan od najvećih prioriteta, ali i ključni izazov koji se postavlja pred menadžment neke organizacije, bilo da je ona proizvodna ili uslužna, jeste dosljedno sprovođenje strategije poslovanja.

Ono što današnji menadžeri i njihove organizacije traže jeste razumijevanje i svijest o tome šta čini poslovnu izvrsnost primijenjenu u poslovanju i šta je potrebno preduzeti kako bi se ona i ostvarila.

Uključenost zaposlenih, obuka i osposoblja-

vanje, stalna poboljšanja i benčmarking vode organizacije ili ustanove ka održivom uspjehu poslovanja odnosno ka poslovnoj izvrsnosti.

Vlade država članica Evropske unije sistemski podstiču kako profitne, tako i neprofitne organizacije, za korištenje modela poslovne izvrsnosti koji je razvila EFQM – European Foundation for Quality Management. Bez obzira na naš odnos ili uvjerenje o značaju poslovne izvrsnosti ili kvalitetu, njihovo vrijeme definitivno ulazi na velika vrata.

EFQM definiše poslovnu izvrsnost kao najbolju praksu u upravljanju organizacijom, postizanju rezultata, upoređivanju sa dobrom praksom i jačanje konkurentnosti.

Proizvodne ili uslužne organizacije koje primjenjuju poslovnu izvrsnost imaju za cilj zadovoljenje svih zainteresovanih strana onime što postižu, načinom na koji to postižu kao i time što mogu postići sa uvjerenošću da će ostvareni rezultati biti održivi i u budućnosti.

Prepoznajući te izazove, stvorena je Evropska fondacija za upravljanje kvalitetom – EFQM, sa svrhom primjene savremenih pristupa za upravljanje svojim organizacijama, a koji će dovesti do održive poslovne politike.

Nagrada za poslovnu izvrsnost EFQM daje odgovor na često postavljeno pitanje: Šta raditi poslije implementacije i sertifikacije Sistema menadžmenta kvalitetom, saglasno zahtjevi- ma ISO 9001?

Evropski model poslovne izvrsnosti EFQM je

dijagnostička metodologija koja omogućava rukovodstvu organizacije da ocjenjuje koliko dobro ono rukovodi svim ključnim oblastima poslovanja kao i da ocjenjuje kvalitet rezultata koje ostvaruje.

Japan je još sredinom prošlog vijeka razvio sistemski pristup kvalitetu, a 1951. godine ustanovljava Demingovu nagradu za kvalitet.

Na osnovu japanskog modela uz određene modifikacije SAD su osamdesetih godina ustanovile nacionalnu nagradu za kvalitet nazvanu Malcom Baldrige Nacional Quality Award (MBNQA). Ova nagrada je prvi put dodijeljena 1988. godine.

Evropska fondacija za upravljanje kvalitetom, kojoj model nacionalne nagrade za kvalitet u Crnoj Gori teži, prvi put je dodijeljena 1992. godine.

Država Crna Gora, kada je u pitanju poslovna izvrsnost, nalazi se na samom početku ustanovljavanja modela izvrsnosti i nagrade koju će sačinjavati diploma i statueta. Urađen je ELABORAT o ustanovljavanju nacionalne nagrade za kvalitet i poslovnu izvrsnost u Crnoj Gori, očekujemo njegovo skoro odobrenje i verifikaciju od strane nadležnih organa Ministarstva ekonomije i Vlade Crne Gore.

Nacionalna nagrada za kvalitet i poslovnu izvrsnost predstavlja snažan motivacioni faktor i podsticaj razvoju i širenju kulture i kvaliteta u Crnoj Gori, a samim tim povećava konkurentnost na domaćem i inostranom tržištu.

One of the key priorities, but also a key challenge, set before the management of an organization, regardless if it is engaged in the production or service sector, is a consistent implementation of the business strategy.

What the managers and their organizations require today is the understanding and awareness of what it means to have business excellence implemented in business and what needs to be done in order to achieve it.

The involvement of the employees, in-house training, constant improvements and benchmarking lead an organization or an institution towards sustainable success of business, i.e. its business excellence.

The governments of the EU countries systematically encourage both profit and non-profit organizations to use the model of business excellence developed by EFQM – European Foundation for Quality Management. Regardless of what attitude or beliefs we have with respect to the significance of business excellence or quality, they are definitely coming out big time.

EFQM defines business excellence as the practice in the management of an organization, achievement of results, comparison with the good practice and strengthening of competitiveness.

Production or service organizations which implement business excellence aim to satisfy all

interested parties with their achievements, the way they achieve them and their trust that the achieved results will be sustainable in the future, as well.

The recognition of these challenges has led to the establishment of the European Foundation for Quality Management – EFQM. The EFQM objective is to implement modern approaches in the organizational management, which will result in the sustainable business policy.

The business excellence award EFQM provides a response to the frequently asked question: What should be done after the implementation and certification of the Quality Management System, in line with the ISO 9001 requirements?

The European model of business excellence EFQM is a diagnostic methodology which enables the management of an organization to make an assessment of how well it manages all key business areas, as well as to review the quality of the achieved results.

Japan developed a systematic approach to quality as early as in the 1950-ies and in 1951 Deming Prize for Quality was established.

Based on the Japanese model, with certain modifications, the USA established the national award for quality, the Malcom Baldrige National Quality Award (MBNQA). This award was given for the first time in 1988.

European Foundation for Quality Management, which serves as a model for the Monte-

BUSINESS EXCELLENCE AND COMPETITIVENESS

MA Danilo Radoman

negrin national award for quality, handed out its first award in 1992.

With respect to business excellence, the state of Montenegro is at the very beginning of the establishment of the excellence model and the award which will consist of a diploma and a statuette. The study on the establishment of the national award for quality and business excellence in Montenegro has been completed and we soon expect its approval and verification by the authorized bodies of the Ministry of Economy and the Government of Montenegro.

The national award for quality and business excellence presents a strong motivation factor and an incentive for the development and enhancement of culture and quality in Montenegro, thus increasing competitiveness at the domestic and foreign markets, respectively.

MODALITETI PODIZANJA POSLOVNE IZVRSNOSTI U ZEMLJAMA CEFTA

Prof. dr Miloš Jelić

Kvalitet i poslovna izvrsnost se poslednje dve decenije prepliću kao glavne vodilje za podizanje konkurentnosti kompanija. Dok kvalitet polazi od standarda i zahteva postavljenih pred organizaciju koje treba ispuniti, poslovna izvrsnost traga za onim poslovnim praksama koje su organizacije učinile uspešnom, odnosno učinile su da organizacija po svojim performansama prednjači u svom poslovnom okruženju. Za postizanje poslovne izvrsnosti primenjuju se modeli poslovne izvrsnosti koji se zasnivaju na određenim konceptima (principima) i kriterijumima, a koriste se za merenje poslovne izvrsnosti. Postoji nekoliko globalno relevantnih modela, a oni se u nacionalnim okvirima preuzimaju, ili kao identični ili se harmonizuju na nacionalne uslove, kada se prilagođavaju preovlađujućim poslovnim uslovima u određenom geografskom prostoru.

Organizacija koja upravlja nacionalnim modelom poslovne izvrsnosti teži da stvori okruženje u kome će organizacije koje primenjuju ovaj model prednjačiti u odnosu na konkurenciju, a to čini organizovanjem:

- godišnjih ciklusa za nacionalnu nagradu za poslovnu izvrsnost;
- benčmarking radionica, na kojim se prezentiraju uspešne i nagrađene prakse, što stvara mogućnost učesnicima da takva rešenja transponuju kod sebe;
- tematskih kurseva, na kojima se posebno obrađuje primena određenog kriterijuma ili

principa poslovne izvrsnosti;

- kurseva za samo-ocenivače, na kojima se polaznici osposobljavaju da primenjuju model poslovne izvrsnosti i mere rezultate u svojoj organizaciji.

U Srbiji (tada SRJ) se od 1995. godine organizuje nagrada za kvalitet, koja od 2003. godine postaje nacionalna nagrada za poslovnu izvrsnost (po FQCE modelu). Ova nagrada je praktično preuzela evropski model, ali ga je harmonizovala na poslovne uslove koji preovlađuju na prostoru bivše SFRJ. To znači da je struktura FQCE modela identična EFQM modelu, ali su opisi pojedinih kriterijuma prilagođeni performansama privrede u tranziciji. Od 2013. godine uspostavljena je i kategorija za organizacije koje su izvan Srbije. U 20 godina dodeljivanja nagrade „OSKAR KVALITETA“, broj finalnih učesnika po teritoriji je: 146 organizacija iz Srbije (27 iz Vojvodine, 2 sa Kosova i Metohije), 10 iz Crne Gore i 8 iz Bosne i Hercegovine (po 4 iz oba entiteta). Od 2007. godine ovu nagradu uručuje ministar privrede Srbije, a od 2008. godine FQCE model je ušao u državnu strategiju za razvoj konkurentnosti malih i srednjih preduzeća.

In the recent two decades quality and business excellence have been intertwining as the leading ideas for raising the enterprises' competitiveness level. While quality starts from the standards and requirements set before the organization which need to be met, business excellence searches for those business practices which made the organization successful, i.e. which business performances made the organization the leader in its business environment. In order to achieve business excellence, the models of business excellence based on certain concepts (principles) and criteria and used to measure business excellence, are applied. There are several globally relevant models and they are incorporated in the national framework either in its original form or harmonized with the national conditions, when they are adapted to the prevailing business conditions in a certain geographic area.

The organization which manages the national model of business excellence is engaged on the creation of an environment where the organizations which implement this model will have an advantage over competition, and they will achieve this by the organization of:

- annual cycle for the national award for business excellence;
- benchmarking workshops, which serve to present successful and awarded practices, which create conditions for the participants to incorporate these solutions;
- thematic courses, where the implementation

of a certain criterion or a business excellence principle are analyzed thoroughly;

- self-assessment courses, where the participants are taught to implement the business excellence model and to measure the results in their respective organizations.

In Serbia (former SRY) the award for quality has been organized since 1995. In 2003 this became the national award for business excellence (following the FQCE model). This award has practically incorporated the European model but modifying it to meet the business conditions which prevail in the region of ex Yugoslavia. This means that the structure of the FQCE is identical to the EFQM model with the difference that the descriptions of certain criteria have been adapted to the performances of the transitional economy. Since 2013 a new category has been introduced for the organizations outside Serbia. In the twenty-year history of the award „OSCAR FOR QUALITY“, the number of final participants by territory is as follows: 146 organizations from Serbia (27 from Vojvodina, 2 from Kosovo), 10 from Montenegro and 8 from Bosnia and Herzegovina (4 from each entity). Since 2007 this award has been awarded by the Minister of Economy of Serbia and since 2008 the FQCE model has been incorporated in the state strategy for the development of SME competitiveness.

THE MODALITIES OF RAISING BUSINESS EXCELLENCE AT CEFTA COUNTRIES

PhD Milos Jelic

KVALITETE U FUNKCIJI JAČANJA KONKURENTNOSTI ZEMALJA CEFTA

Dr Miroslav Drljača

Konkurentnost je faktor za utvrđivanje uspješnosti. Faktori konkurentnosti su: cijena, kvaliteta, diferencijacija proizvoda, fleksibilnost, vrijeme ispunjenja narudžbi. Ne radi se samo o proizvodnim procesima već o sustavu upravljanja s njegovim strukturnim elementima (1) dokumentacijska infrastruktura; 2) organizacija; 3) poslovni procesi; 4) resursi; 5) partnerstva i 6) informiranje i komunikacija).

Kvaliteta je fleksibilan pojam. Pod njim se podrazumijeva širok raspon aktivnosti, od uvođenja sustava upravljanja kvalitetom (SUK) sukladno zahtjevima ISO 9001 do poslovne izvrsnosti (BE). Tako imamo evoluciju: SUK – TQM – BE.

BE predstavlja višu fazu razvoja TQM-a. BE predstavlja uređeni sustav upravljanja koji ima sve što i TQM, ali se nalazi u dostignutom visokom stupnju, u kojem visoko uređeni sustav upravljanja nema entropiju. BE je koncept upravljanja koje je rezultat evolucije TQM-a jer je sagrađen na istim vrijednostima.

Iako službena definicija ne postoji, pod BE podrazumijeva se takav sustav i vođenje organizacije koji daje optimalne rezultate, bez odstupanja, nepotrebnih troškova i uz minimalna ulaganja. Platformu za BE daju četiri postojeća svjetska TQM modela. BE je rezultat procesa TQM-a, odnosno njegova najviša razina.

Vrlo dobra implementacija i praktična primjena osam načela kvalitete čini svega 30%

ispunjenja zahtjeva modela BE. To znači da je SUK sukladno zahtjevima ISO 9001 nužan korak i polazište za razvoj TQM-a. BE kao filozofski pristup ima značajnu ulogu u stalnom poboljšanju. Kao pragmatički pristup BE je nedostižna i upravo zato motivira da se ka njoj teži.

Redosljed aktivnosti kako bi kvaliteta pridonijela jačanju konkurentnosti:

- 1) Uvođenje SUK strateška odluka organizacije.
- 2) Uvođenje SUK shvatiti kao restrukturiranje sustava upravljanja.
- 3) Nužna edukacija uprave, menadžmenta svih razina i zaposlenih.
- 4) Mjerenje doprinosa SUK povećanju konkurentnosti.

Prema Svjetskom gospodarskom foruma za 2013. i 2014., članice CEFTA prema konkurentnosti svrstane su od 67. do 101. mjesta od 148 zemalja. Najznačajniji faktori koji ometaju razvoj poslovanja i rast konkurentnosti članicama CEFTA su:

- 1) Neefikasna državna birokracija 5/7
- 2) Korupcija 4/7
- 3) Porezno zakonodavstvo 3/7
- 4) Politička nestabilnost
- 5) Nestabilnost vlade
- 6) Porezne stope (visina) 2/7

Rezultati pokazuju u kojim smjerovima i sektorima treba razvijati SUK preko TQM-a do BE.

Competitiveness is the factor used to determine the degree of performance. The competitiveness factors are: price, quality, differentiation of products, flexibility, time of order execution. We do not speak about the production processes only but about the management with the structural elements (1) documentation infrastructure; 2) organization; 3) business processes; 4) resources; 5) partnerships and 6) information and communication.

Quality is a flexible concept. It refers to a wide range of activities, from the introduction of quality management system (QMS) in line with the ISO 9001 requirements to business excellence (BE). Thus we have an evolution: QMS – TQM – BE.

BE represents a higher phase of the TQM development. BE represents an organized management system which contains the same elements as TQM but which has reached a high level, where the highly organized management system has no entropy. BE is a management system which is a result of the TQM evolution because it is built on the same values.

Although there is no official definition of BE, it refers to such a system and management of the organization which gives optimum results, without deviation, unnecessary costs and with minimum investments. The four existing world TQM models provide the platform for BE. BE is the result of the TQM processes, i.e. their highest level.

A very good implementation and practical application of the eight principles of quality fulfill only 30% of the BE model requirements. This means that the QMS in line with the ISO 9001 is a necessary step and the basis for the TQM development. BE as a philosophical approach has a significant role in the constant improvement. As a pragmatic approach BE is inaccessible and thus it provides a motive for constant striving.

The schedule of activities aimed at improving quality with an aim to strengthen competitiveness is as follows:

- 1) Introduction of the QMS as a strategic decision of the organization.
- 2) Introduction of the QMS which should be understood as a restructuring of the management system.
- 3) Compulsory education of all levels of management and employees.
- 4) Measuring of the QMS contribution to the increase of the competitiveness level.

According to the World Economic Forum for 2013 and 2014, by the competitiveness criterion, the CEFTA members were ranked from 67 to 101 place out of 148 countries. The most significant factors which negatively affect the development of business and growth of the competitiveness level at the CEFTA countries are:

- 1) Inefficient state administration 5/7
 - 2) Corruption 4/7
- Access to finances

QUALITIES WITH AN AIM TO STRENGTHEN THE COMPETITIVENESS OF THE CEFTA COUNTRIES

PhD Miroslav Drljaca

- 3) Tax legislation 3/7
- Political instability
Instability of the government
- 4) Tax rates (high) 2/7

The results indicate which directions and sectors should be considered to develop QMS via TQM to BE.

STANDARDI U FUNKCIJI JAČANJA KONKURENTNOSTI

Mr Miodrag Perović

Konkurentnost kao komparativni koncept sposobnosti i uspješnosti organizacije, sektora, regije ili nacije da nudi dobra i/ili usluge na određenom tržištu je cilj svakog subjekta nezavisno da li se radi o mikro ili makro nivou. Konkurentnost je sposobnost zemlje da u slobodnim i ravnopravnim tržišnim uslovima proizvede robe i usluge koje prolaze test međunarodnog tržišta.

Nacionalna ekonomija ne može biti konkurentna bez kvalitetnih proizvoda, usluga i uspješnih organizacija što podrazumijeva postojanje povoljnog poslovnog okruženja, institucija koje regulišu tržište i infrastrukture. Zaključuje se da je konkurentnost vrlo kompleksan pojam, a nastojanje pojedine ekonomije da bude konkurentna podrazumijeva sinergijsko djelovanje različitih faktora koji determinišu konkurentnost.

Nacionalna konkurentnost ne može se ostvariti bez domaćih organizacija koje zadržavaju ili

povećavaju svoj udio na globalnom tržištu. Nemoguće je postići veći stepen konkurentnosti zemlje na osnovu jednog faktora koji determiniše konkurentnost već je nužno zajedničko djelovanje većine faktora. Pitanje je samo koji od faktora ima jači, a koji slabiji doprinos u stvaranju veće vrijednosti u organizacijama i veći prosperitet ljudima, odnosno u postizanju veće konkurentnosti.

U privredi konkurentnost podrazumijeva takmičenje proizvođača i trgovaca koji nižom cijenom, boljim kvalitetom proizvoda i usluga nastoje postići zadovoljstvo potrošača. Cilj je prodati proizvode i ostvariti profit. Nije važno koji se proizvodi proizvode, već kako se proizvode. Razvoj konkurentskih sposobnosti preduzeća i konkurentnost privrede u cjelini, spadaju u najvažnije elemente ukupnog razvoja ekonomije jedne države. Konkurentnost je stanje u kojem jedna država može, u uslovima slobodnog i fer tržišta, proizvesti robu i usluge koji zadovoljavaju zahtjeve svjetskog tržišta, istovremeno održavajući ili povećavajući realni dohodak svojih građana.

Imajući u vidu da su svi elementi razvoja konkurentnosti preduzeća, potrebno je akcenat staviti na pitanja kvaliteta proizvoda. U tom smislu je usaglašavanje sa zahtjevima standarda za proizvode i sisteme menadžmenta veoma važan element povećanja konkurentnosti svakog privrednog društva.

Za male zemlje, kao što je Crna Gora, konkurentnost neizbježno ima i dimenziju izvoza, ima-

jući u vidu ograničenu veličinu crnogorskog tržišta. Nedostatak inovativnosti u korišćenju novih tehnologija i razvoj novih proizvoda, visoki troškovi rada, nedovoljna informisanost o potrebama tržišta i slaba produktivnost prouzrokuju veliki deficit u spoljnotrgovinskoj razmjeni Crne Gore. To je svojevrsna slika niske konkurentnosti domaćih proizvoda zbog čega je i izvoz nedovoljan.

Crnogorska privredna društva treba da prepoznaju izvoz kao svoj prioritet u poslovanju i da obezbijede neophodne uslove (kvalitet i cijene proizvoda i usluga, međunarodne standarde kvaliteta, savremenu marketing politiku) i odgovore konkurenciji na domaćem tržištu i istovremeno izazovima jedinstvenog tržišta Evropske unije. Za to je potrebno unapređenje faktora konkurentnosti koji direktno i indirektno utiču na ukupni razvoj organizacije odnosno proizvoda i usluga.

Kvalitet proizvoda smatra se vrlo bitnim faktorom konkurentnosti. Konkurentnost je presudna za razvoj i opstanak svakog industrijskog preduzeća. Sistem kvaliteta po pravilu ne može biti cilj već sredstvo za stvaranje konkurentne prednosti.

U ozbiljnim privredama gdje tehnološka dostignuća predstavljaju suštinski izvor porasta privrede, standardizacija i standardi direktno doprinose pomjeranju tehnoloških granica i dobiti stanovništva. Kvalitet proizvoda i usluga jedan je od bitnih faktora koji utiču na konkurentnost.

Competitiveness as a comparative concept of the capability and degree of performance of an organization, sector, region or a nation to offer goods and/or services at a certain market is an aim of each economic agent regardless whether it concerns a micro or a macro level. Competitiveness is a capability of a country, under free and equal market conditions, to produce goods and services which pass the test of international market.

A national economy cannot be competitive without quality products, services and successful organizations, which requires the existence of a favourable business climate, institutions which regulate the market and infrastructure. The conclusion is that competitiveness is a very complex concept and that the efforts of certain economies to be competitive requires synergy activities of different factors which determine competitiveness. National competitiveness cannot be achieved without domestic organizations which maintain or increase their share at the global market. It is impossible to achieve a higher level of competitiveness based on one factor which determines competitiveness but there is a need for a synergy effect of most of these factors. It is a question which of these factors has a stronger and which one has a weaker contribution in the creation of an added value in the organizations and thus result in an increased prosperity for people, i.e. in the achievement of higher competitiveness.

In the economy competitiveness refers to the

competition of producers and traders who try to achieve customer satisfaction through better quality of products and services. The aim is to sell the products and achieve profit. It is not important which products are produced but how they are produced. The development of competitive capacities of an enterprise and the competitiveness as a whole belong to the most important elements of the overall economic development of a country. Competitiveness is a situation where, under free and equal market conditions, a country can produce goods and services which satisfy the world market requirements at the same time maintaining or increasing real income of its citizens. Given the fact that all of them are elements of the enterprises' competitiveness, the accent needs to be put on the quality of products. In that respect, harmonization with the requirements for quality standards for the products and management systems is a very important element for the increase of competitiveness of each economic agent.

For small countries like Montenegro, competitiveness definitely has the import dimension, given the limited size of the Montenegrin market. The lack of innovation in the use of new technologies and the development of new products, high costs of labour, inadequate information about the market needs and weak productivity cause a high deficit in the Montenegrin foreign trade. This creates an image of the low competitiveness of domestic products, which is why it makes the import insufficient, too. Montenegrin economic

IMPLEMENTATION OF STANDARDS IN ORDER TO STRENGTHEN COMPETITIVENESS

MA Miodrag Perovic

agents need to recognize export as its priority in the business operations and to provide the necessary conditions (the quality and the prices of products and services, international standards of quality, modern marketing policy) and the responses to the competition at the domestic market, as well as to the challenges of the unique EU market. This requires the improvement of competitiveness factors which directly or indirectly affect the overall development of an organization, i.e. the products and services. The quality of products is considered as a very important competitiveness factor. Competitiveness is of key importance for the development and survival of each industrial enterprise. As a rule, the system of quality cannot be an aim but a means for the creation of a comparative advantage.

In serious economies where technological achievements represent a key source of the economic growth, standardization and standards directly contribute to the raising of technological limits and welfare. The quality of products and services is one of the key factors which affect competitiveness.

KONKURENTNOST KROZ STANDARDIZACIJU

Prof. dr Slavko Arsovski

Konkurentnost je pojam koji se odnosi na preduzeće, region, državu, asocijacije država itd. Označava sposobnost entiteta da ostvari i održi lidesku poziciju u dužem periodu, tako da proizvodi postanu de facto standardi za druge. Konkurentna dominacija se ostvaruje integracijom poslovne strategije i kvaliteta, podržanog standardizacijom.

Uloga standardizacije ogleda se u:

- podršci infrastrukturi kvaliteta na nacionalnom nivou,
- transferu znanja sadržanog u standardima u poslovne procese preduzeća,
- unapređenju kvaliteta poslovnih procesa, proizvoda i preduzeća u celini i
- unapređenje inovacionih procesa u preduzećima, poslovnom i naučnom okruženju.

Prva uloga se odnosi na Nacionalno telo za standardizaciju (NSB), njegove relacije sa nadređenim institucijama (država, ISO organizacija, ostali stejkholderi), preduzećima, konsultantima, metrološkim laboratorijama, akreditacionim telima, sertifikacionim telima, itd.

Druga uloga ostvaruje se u zavisnosti od interesa i spremnosti obe strane (NSB i preduzeća).

Treća, četvrta i peta uloga su u domenu preduzeća, uz podršku infrastrukture i znanja i drugih resursa iz okruženja (novac, ICT, itd.).

Ukupno posmatrano, na nivou preduzeća, uloga standarda na konkurentnost je dvojaka:

- kratkoročno, standardizacija smanjuje kon-

kurentnost, jer su troškovi veći od ulaganja u unapređenje konkurentnosti,

- dugoročno, standardizacija povećava konkurentnost, ako se ostvare „prave stvari“ na „pravi način“.

U metodologiji World Economic Forum-a koriste se New Global Competitiveness Index u kojem su definisani faktori vezani za mikro i makro konkurentnost. Treba naglasiti da nije izdvojen ni jedan sub-indeks konkurentnosti vezan za standardizaciju, koja se stoga mora posredno posmatrati kao faktor koji utiče na procese i strategiju preduzeća, kao i nacionalno poslovno okruženje.

Competitiveness is a concept which refers to an enterprise, region, state, association of states, etc. It designates the capacity of an entity to achieve and maintain the leadership position over a longer time span which turns its products into de facto standards for others. The competitive dominance is achieved by the integration of strategy and quality, supported by standardization.

The role of standardization is reflected in:

- The support to infrastructure of quality at the national level,
- Knowledge transfer contained in the standards of the enterprise business processes,
- Improvement of the quality of business processes, products and the enterprises as a whole and,
- Improvement of innovation processes in the enterprises, business and scientific environment.

The first role refers to the National Standardization Body (NSB), its relations with the superior institutions (state, ISO organization, other stakeholders), enterprises, consultants, metrology laboratories, accreditation bodies, certification bodies, etc.

The second role is based on the interests and readiness of both sides (NSB and enterprises).

The third, fourth and fifth role are the responsibility of the enterprises with the support of the infrastructure, knowledge and other resources (money, ICT, etc.).

Viewed in its totality, at the enterprise level, the role of the standards aiming to achieve competitiveness is twofold:

- In the short-term period, standardization reduces competitiveness because the costs incurred are higher than the investments in the improvement of competitiveness,
- In the long-term period, standardization increases competitiveness if the “right things” are achieved in the “right way”.

The World Economic Forum methodology uses the New Global Competitiveness Index which defines the factors related to micro and macro competitiveness. It should be emphasized that not a single sub-index of competitiveness related to standardization has been singled out, which is why it should be viewed separately as a factor which affects the processes and the strategy of the enterprise, as well as the national business environment.

COMPETITIVENESS THROUGH STANDARDISATION

PhD Slavko Arsovski

KVALITETOM DO KONKURENTNOSTI ORGANIZACIJE

Prof. dr Milan J. Perović

Zemlje JIE do sada nisu dovoljno koristile mogućnosti koje pružaju primjene standarda i posebno standarda sistema menadžmenta kvalitetom- QMS, odnosno,

ne koriste već generisana znanja za razvoj i poboljšavanje konkurentskih pozicija organizacije. Ove zemlje kao manje razvijene nisu shvatile značaj "kvaliteta kao sposobnosti organizacije da uči i implementira korisnikove želje", i "kvaliteta kao sposobnosti organizacije da poboljšava performanse proizvoda, procesa i organizacije", što su dvije osnovne definicije kvaliteta. Znači, nisu shvatile da su standardi i menadžment kvalitetom pokretači i potpora poboljšavanja i inovacije. A, inovacije su "slamka spasa" i osnovno oružje u borbi za povećanje konkurentske prednosti. Jedan poznati evropski menadžer je svojevremeno izjavio: "Inoviranje stavljam u samu srž strategije kompanije".

Standardi menadžmenta kvalitetom (ISO 9004) stavljaju poboljšavanja i inovacije u prioritete održivog razvoja organizacije, i ukazuju: Aktivnosti poboljšavanja mogu da se protežu od stalnog poboljšavanja u malim koracima na radnom mjestu do značajnog poboljšavanja u cijeloj organizaciji.

U naprednim organizacijama ove smjernice standarda odnosno stalno poboljšavanje proizvoda, procesa, ... su redovno normalno stanje kao preokupacija zaposlenih na svim nivoima. Međutim, to nije slučaj u organizacijama koje su nerazvijene, koje se "bore" za opstanak. Da li postoji borba za opstanak ako nema poboljšavanja?

Istraživanja koja su rađena u Crnoj Gori na temu "Razvoj inovacija u malim i srednjim preduzećima" ne ulivaju optimizam, jer ukazuju

na realnost da inovacije nisu preokupacija rukovodstva pa ni zaposlenih u tim preduzećima. Tako većina organizacija nema planove za usavršavanje zaposlenih, niti rukovodstvo prepoznaje ljudske potencijale kao izvor kompetentnosti.

Drugo istraživanje, takođe rađeno u Crnoj Gori, ukazuje da u 80% organizacija inovacije nisu među tri glavna prioriteta, a kod 41,17% pojam "inovacija" se ne može naći u poslovnoj dokumentaciji (politika, ciljevi, planovi...). Istraživanja ukazuju da stalna poboljšavanja nisu dovela do sistemskog pristupa inovativnosti. Znači, da nerazvijene zemlje i organizacije u njima nisu okrenute inovacijama. To nameće pitanje da li u preduzećima ima malo inovacija zato što su ona nerazvijena, ili su organizacije nerazvijene zato što ima malo inovacija? Kada su u pitanju mala i srednja preduzeća, onda je problem inovacija vrlo kompleksan, pogotovo što je to permanentan i težak posao koji traži angažovanje svih zaposlenih. Treba još naglasiti da se inovacije pomijnu tek u posljednjem izdanju međunarodnih standarda menadžmenta kvalitetom, gdje se potencira poboljšanje, učenje i inovacije.

Organizacija treba da obezbijedi da stalno poboljšavanje postane ustanovljeno kao dio organizacione kulture, kako sugerira standard kvaliteta ISO 9004. Tome treba dodati još stalne obuke i osposobljavanja zaposlenih i rad u grupi kao način sticanja nevidljive imovine i na osnovu nje konkurentske prednosti.

The SEE countries have not made a sufficient use of the opportunities related to the implementation of the standards, especially those standards related to the quality management system – QMS. In other words, they do not use the already generated knowledge for the development and improvement of the organizations' competitive positions. These countries, as less developed, have not realized the significance of „quality as a capacity of an organization to study and implement the users' wishes“ and „quality as a capacity of an organization to improve the performances of products, processes and organization“, which make two basic definitions of quality. Therefore, they have not realized that the standards and quality management are the drivers of improvements and innovations and their support. And the innovations are a lifeline and the basic weapon in the fight to increase comparative advantage. A famous European manager once said: „I place innovations at the very core of the company's strategy“.

The quality management standards (ISO 9004) place improvements and innovations as the priorities of the organizations' sustainable development, and indicate: The activities aimed at improvements can extend from constant improvements in small steps at the workplace to a significant improvement in the whole organization.

In the progressive organizations these guidelines of standard, i.e. regular improvements of

products, processes, belong to normal activities of the employees at all levels. However, this is not the case with undeveloped organizations which fight for survival. Is there a fight for survival if there are no improvements?

The researches conducted in Montenegro with respect to the “Development of Innovations in Small and Medium Sized Enterprises” do not leave space for optimism because they point at the reality that neither the management nor the employees are much interested in innovations. Thus the majority of the organizations has no plans for the further education of employees and the management does not recognize human potentials as the source of competitiveness.

Another research, also conducted in Montenegro, indicates that, in the 80 per cent of the organizations, innovations are not included among the three major priorities, and at 41.17 per cent the concept „innovation“ cannot be found in the business documentation (policies, objectives, plans ...). The researches indicate that constant improvements have not resulted in the systematic approach to innovations. This makes one wonder if there are little innovations in the enterprises because they are undeveloped or the organizations are undeveloped because they have little innovations. When it comes to small and medium sized enterprises, the problem of innovations is very complex, especially because it is a permanent and a difficult task which requires the engage-

QUALITY AS A PRECONDITION FOR ORGANIZATION'S COMPETITIVENESS

PhD Milan J. Perović

ment of all employees. It should also be emphasized that the innovations are mentioned only in the latest edition of international quality management standards, which emphasizes the necessity for improvements, learning and innovations.

An organization should set constant improvements as a segment of an organizational culture, as suggested in the quality standard ISO 9004. We should add to this constant in-service trainings and group work as a way of acquiring intangible property and, based on it, the competitive advantage.

ORGANIZACIONA KULTURA I KVALITET

Aleksandar Mardonović

Organizaciona kultura je manifestacija osnovnih vrijednosti, principa, ponašanja i stavova organizacije koji doprinose njenim dnevnim operacijama. Ona se kreira politikama, procedurama i praksama koje se koriste u radu i definiše kako organizacija reaguje na sva dešavanja, dobra i loša. Ne postoji segment organizacije koji nije pod uticajem organizacione kulture koja je razvijena ili kojoj je dopušteno da se razvija.

Nema ni organizacije bez organizacione kulture. Ona će se razviti na jedan ili na drugi način kao najmanji zajednički imenilac. Kako zaposleni komuniciraju sa nadređenima ili između sebe vođeno je kulturom. Briga o kupcima, bez obzira na sve obuke da se uradi suprotno, uvijek će odražavati postojeću kulturu. Kultura je reprezentacija interakcija među svima koji su povezani sa organizacijom u bilo kom svojstvu. Podizanje kulture jedne organizacije zahtjeva svjesnost i posvećenost u upravljanju promjenama.

U današnje vrijeme kvalitet se računa više nego ikad ranije. Novim tehnologijama prevazilaze se geografske barijere što omogućuje kupcima izbor i poređenje sa proizvodima širom svijeta, dok nezadovoljni kupci putem društvenih mreža veoma brzo i lako šire svoje nezadovoljstvo. Sa druge strane, sa smanjivanjem praga za greške, skraćivanjem proizvodnih ciklusa i vremena za reakcije, porasla je vjerovatnoća da će se greške desiti.

Na menadžmentima organizacija je da pro-

nađu novi pristup kvalitetu koji će ići izvan tradicionalnih alata, kakvi su, već sada se može reći, sistem menadžmenta kvalitetom ili potpuni menadžment kvalitetom. Osnov svakog poboljšanja kvaliteta je da se kreira organizaciona kultura u kojoj su strateški ciljevi organizacija „spušteni“ na dnevne ciljeve svih zaposlenih, fokusiranih na isporučivanje kvalitetnih proizvoda/usluga. To je kultura koja doprinosi zdravom radnom okruženju, prirodno naglašava neprekidno poboljšanje procesa i usredsređena je na zadovoljstvo kupaca.

Organizational culture is the manifestation of basic values, principles, behaviour and attitudes of an organization which contribute to its daily operations. It is created through policies, procedures and practices used in everyday work and defines the reactions of an organization to everything that happens, good or bad. There is no organizational segment which is not subject to the organizational culture, either developed or which is allowed to develop.

There is no organization without organizational culture. Culture will develop one way or another as the least common denominator. The way the employees communicate with their superiors is determined by culture. Customer care, regardless of all trainings to act to the contrary, will always reflect the existing culture. Culture is a representation of the interactions among all parties connected with the organization in any way. The development of an organization's culture requires awareness and dedication in the change management.

Nowadays, quality is taken into account more than ever. New technologies overcome geographic barriers, which makes possible the selection and comparison with the products around the world, while dissatisfied customers fast and easily share their dissatisfaction via social networks. On the other hand, with the reduction of the error threshold, as well as of the production cycles and reaction time, the error probability has increased.

The task which lies ahead of the organizational management structures is to identify a new attitude to quality which will go beyond the traditional tools, such as, it can already be said, Quality Management System or Total Quality Management. The basis of each quality improvement is to create an organizational culture where the organizational strategic objectives are „lowered down“ to the employees' daily tasks, focused on the delivery of quality products/services. This is the culture which contributes to a healthy work environment, naturally emphasizes constant improvement of processes and is customer satisfaction oriented.

ORGANIZATIONAL CULTURE AND QUALITY

Aleksandar Mardjonovic

KULTURA KVALITETA

Prof. dr Zdravko Krivokapić

Postoji veliki broj definicija kulture koje se najčešće vezuje sa pojedinačna gledišta različitih struka (sociologa, andropologa, umjetnika i dr).

Etimološki riječ KULTURA potiče od latinske riječi cultus, i znači:obrađivanje, gajenje, nje-govanje. Samim tim kultura obuhvata sve ono što je čovjek stvorio svojim radom, a u svrhu održanja, poboljšavanja i napredka života. Kul-tura jednog društva obuhvata nematerijalne aspekte (vjerovanja, ideje, vrijednosti), koje čine sadržaj jedne kulture i materijalne aspekte (objekte, simbole ili tehnologiju), kroz koje se sadržaj kulture ispoljava.

Ovdje se navode dvije definicije kulture:

Pod kulturom se podrazumijeva skup svih onih procesa, promjena i tvorevina koje su nastale kao posledica materijalne i duhovne interven-cije ljudskog društva.

Kultura je totalna suma puteva i načina po kojima ljudska bića žive i koji se učenjem preuzi-maju od generacije do generacije.

Kultura se posmatra u horizontu od kulture pojedinca, preko organizacione kulture, kultu-re nacije, kulture društva do globalne kulture.

U odnosu na temu kultura kvaliteta, danas se često kultura kvaliteta posmatra kao dio orga-nizacione (poslovne) kulture.

Intersenatna je definicija Organizacione kultu-re koja je društveni lijepak koji spaja članove organizacije pomoću usvojenih zajedničkih vrijednosti, simbola i društvenih ideala.

Sama veza organizacione kulture i kulture kva-litet je najčešće, zbog tretiranja suštinskih vri-jednosti, od kojih je ta jedna vrijednost kva-litet doživljela relaciju da je kultura kvaliteta podskup organizacione kulture.

Naravno, ovaj odnos treba dublje i suštinski preispitati, ali je potpuno jasno da je u odred-jenim slučajevima kultura kvaliteta pokretač organizacione kulture.

Danas, kada je kvalitet postao globalni feno-men, tj. kada su poimanje kvaliteta i njegovi osnovni principi prepoznati preko sistema me-nadžmenta kvalitetom, onda se i ovaj pristup može podvesti pod skup organizacione kultu-re, jer predstavlja unutrašnji aspekt organizaci-one kulture.

Kultura kvaliteta predstavlja skup usvojenih za-jedničkih principa, vrijednosti i normi kojih se pridržavaju svi pojedinci u posmatranom am-bijentu sistema upravljanja.

Efikasan način izgradnje i unapređenja kulture kvaliteta se može ostvariti inicijativom i opred-jeljenjem menadžmenta i uključenjem i pos-većenošću kvalitetu od strane zaposlenih.

Osnovni elementi kulture kvaliteta obuhvataju:

- Liderstvo
- Orjentaciju na korisnika
- Menadžment ljudskim resursima
- Menadžment procesima
- Stalna poboljšanja
- Donošenje odluka na bazi činjenica.

There is a great number of definitions of culture which are most frequently related to specific views by different professions (sociologists, anthropologists, artists, etc.).

Ethymologically speaking, the word CULTURE stems from the Latin word cultus, and it means: cultivation, growing, tending. This means that culture includes everything that the man has created through his work with the aim to prolong, improve and progress in life. The culture of a society includes intangible aspects (beliefs, ideas, values), which make one culture, as well as material aspects (facilities, symbols or technology), which are the expression of a culture.

Hereby we state two definitions of culture:

Culture includes a set of all those processes, changes and tangible and intangible assets created through the process of material and spiritual activities of human society.

Culture is a total sum of the methods and ways by which the human beings live and which they pass from one generation to another.

The culture is viewed from a wide perspective, from the culture of an individual, through organizational culture, national culture, culture of a society to global culture.

When we speak about the quality culture, today it is often viewed as a segment of the organizational (business) culture.

The definition of the organizational culture is interesting because it says: It is a social glue which connects the members of an organiza-

tion by way of adopted joint values, symbols and social ideas.

The connection between the organizational culture and quality culture is most frequently the result of their treatment of essential values, where one of these values of quality interprets the quality culture as a sub-set of the organizational culture.

Of course, this relation should be analyzed in more depth. However, it is absolutely clear that in certain cases the quality culture is a driver of the organizational culture.

Today, when quality has become a global phenomenon, i.e. when the concept of quality and its basic principles are recognized through the quality management system, this approach can be interpreted as a sub-set of the organizational culture because it represents an internal aspect of organizational culture.

Quality culture represents a set of adopted joint principles, values and norms followed by all individuals in the said management system environment.

An efficient method for the development and improvement of the quality culture can be achieved through the initiative and the orientation by the management and through the dedication to quality by the employees.

The basic elements of quality culture include:

- Leadership
- User-oriented approach
- HR Management

THE QUALITY CULTURE

PhD Zdravko Krivokapic

- Process Management
- Constant improvements
- Decision-making based on facts.

KULTURA RIZIKA U FUNKCIJI EFEKTIVNIJEG I EFIKASNIJEG UPRAVLJANJA PROMJENAMA

Radoica Luburić

Davno je još rečeno da je sve podložno promjenama, a da su samo promjene stalne. Ako promjene, kao pojave dugog trajanja, sagledamo u njihovoj vremenskoj dimenziji, vidjećemo da se one ne mogu zausta-

viti. Tako je oduvijek bilo i biće. Novo je, međutim, što se promjene sve više ubrzavaju, a takva tendencija mogla bi se nastaviti i u budućnosti.

Naučnici upozoravaju da ubrzavanje promjena treba shvatiti krajnje ozbiljno, jer nije riječ ni o kakvim sporadičnim i prapatnim pojavama ograničenog dejstva i roka trajanja, već je riječ o kontinualnim i dinamičnim procesima koji se, u ovoj ili onoj mjeri, odvijaju u svim sferama društvenog života. Uspješno upravljanje promjenama, zato, sve više dobija na značaju i postaje condicio sine qua non održivog razvoja organizacija.

Za održivi uspjeh organizacija neophodna je i organizaciona kultura koju, u najopštijem smislu, možemo definisati kao sistem vjerovanja, vrijednosti i normi ponašanja koje su članovi jedne organizacije razvili i usvojili kroz zajednička iskustva. Čitav taj sistem vjerovanja, vrijednosti i normi ponašanja izražava se kroz simbole koji određuju i usmjeravaju mišljenje i ponašanje članova svake organizacije.

Organizaciona kultura je značajna za poslovanje organizacije kao determinanta njegove sposobnosti da se promjenama prilagođava okruženju. Jedna od ključnih i nezaobilaznih komponenti organizacione kulture je kultura rizika. No, prije toga, riječ dvije o riziku.

Prema međunarodnom standardu ISO 31000, rizik je definisan kao „efekat neizvjesnosti na ciljeve“, a upravljanje rizikom kao „koordinisane aktivnosti za usmjeravanje i kontrolu organiza-

cije u vezi sa rizikom“. U osnovi, kultura rizika bi se mogla definisati kao sistem vrijednosti i način ponašanja u organizaciji, na osnovu čega se i oblikuje njen odnos prema rizicima.

Kultura rizika je izvor snage, ali može biti i zvor slabosti svake organizacije. Što je kultura rizika u organizaciji razvijenija, zaposleni su više u stanju da, razmišljajući na bazi rizika, donose efektivnije i efikasnije upravljačke odluke. Bez snažne kulture rizika, ni najbolji program za upravljanje rizicima ne može upotpunosti spriječiti donošenje loših odluka. Snažna kultura rizika u organizaciji može biti dostignuta stalnim poboljšavanjima, ali samo ako je ona istinski podržana od strane menadžmenta. Kada su ljudi koji rukovode organizacijom na pravom putu – i ljudi koji u njoj rade podržavaće taj put. A to, kao što smo već rekli, umnogome zavisi od kulture rizika.

U turbulentnom i kriznom vremenu kakvo je ovo u kome živimo, a koga karakteriše „digitalno doba“ sa svim svojim vrlinama i manama, kao i sve veće ubrzavanje promjena, potencijalno – sve je rizik. Jedni smatraju da je najveći rizik ignorisati rizik, a drugi, da je najveći rizik – nikad i ništa ne rizikovati.

Mi, pak, smatramo da su rizici naš način života, naša neminovnost i naša „sudbina“, pa shodno tome moramo naučiti da efektivno i efikasno upravljamo njima, ako mislimo da opstanemo i uspijemo, što je i suština kulture rizika.

Long time ago it was said that everything was subject to changes and that only changes make a constant. If the changes, as a long-term phenomenon, are viewed in their temporal dimension, we will see that they cannot be stopped. This has always been the case and always will be. There is one novelty, however, that these changes have been gaining momentum and such tendency could be continued in the future, as well. The scientists warn that the acceleration of the changes should be understood rather seriously because they are neither sporadic nor accompanying phenomena with limited effect and limited time. To the contrary, here we speak of continuous and dynamic processes which, to smaller or greater extent, take place in all spheres of social life. Therefore, a successful change management has been gaining significance and has become a *condicio sine qua non* of the organizational sustainable development.

Sustainable organizational success requires organizational culture which, in its widest sense, can be defined as a system of beliefs, values and norms of behaviour developed by the members of an organization and adopted through joint experiences. This system of beliefs, values and norms of behaviour is expressed through the symbols which define and direct the opinion and behaviour of the members of each organization. Organizational culture is significant for the operations of an organization as a determinant of its ability to adapt to the

environment by introducing changes. One of the key and indispensable components of the organizational culture is risk culture. However, before we say anything further, let's say a word or two about risk.

According to the international standard ISO 31000, risk is defined as „the effect of uncertainty on objectives“ and risk management as „coordinated activities to direct and control the organization with respect to risks“. Basically, the risk culture could be defined as the system of values and the type of behaviour at the organization, which forms its attitude towards risks. Risk culture is the source of power but it can also be the source of power of each organization. The more developed the risk culture at the organization is, the employees are more capable to make more effective and efficient management decisions based on risk assessment. Without a strong risk culture, even the best risk management programme cannot fully prevent making bad decisions. A strong risk culture at the organization can be achieved through constant improvements but only if it is truly supported by the management. When people who manage the organization find the right path – the employees will also support that path. Like we said, this largely depends on the risk culture.

In the turbulent and crisis times such as the one we live in, which is characterized by „digital times“ with all its virtues and faults, as well as the acceleration of changes, potential-

RISK CULTURE FOR THE SAKE OF MORE EFFECTIVE AND EFFICIENT CHANGE MANAGEMENT

Radoica Luburic

ly – everything is risk. Some consider that the biggest risk is to ignore risk, while some think that the biggest risk is never to risk anything. We, however, think that risks are our way of life, our necessity and our „faith“. In line with this, we must learn to manage them effectively and efficiently if we want to survive and succeed, which is the essence of the risk culture.

PREGLED ISO SERTIFIKATA

<i>Godina / Year</i>	2007	2008	2009	2010	2011	2012	2013
Albania	23	43	155	52	164	149	167
Bosnia and Herzegovina	652	811	909	944	1119	1239	794
Croatia	2073	2302	2567	2102	2117	2584	2636
Macedonia	255	271	295	333	290	396	399
Moldova	50	96	167	82	86	131	120
Montenegro	136	160	157	85	146	102	118
Serbia	1987	2091	2733	1790	3228	2750	2366
Ukupno / Total	5176	5774	6983	5388	7150	7351	6600

ISO 9001 - Europe

ISO 22000 - Europe

<i>Godina / Year</i>	2007	2008	2009	2010	2011	2012	2013
Albania		4	4	3	5	5	7
Bosnia and Herzegovina	4	3	98	11	16	23	17
Croatia	68	88	92	77	105	108	97
Macedonia	10	19	29	33	38	25	25
Moldova	1	13	55	19	20	58	57
Montenegro		9	9	1	3	3	7
Serbia	2	17	26	116	145	172	193
Ukupno / Total	85	153	313	260	332	394	403

ISO SURVEY OF CERTIFICATIONS

ISO 14001 - Europe

2009	2010	2011	2012	2013
1		11	18	34
87	100	148	174	141
469	451	488	745	828
45	62	91	146	131
8	3	4	7	8
18	15	25	16	24
298	318	573	736	762
926	949	1340	1842	1928

ISO/IEC 27001 - Europe

2009	2010	2011	2012	2013
		3	2	7
4	4	2	7	9
22	24	32	58	69
6	7	7	5	9
2	2	1	1	3
				1
3	8	9	25	43
37	45	54	98	141

Godina / Year

Albania

Bosnia and Herzegovina

Croatia

Macedonia

Moldova

Montenegro

Serbia

Ukupno / Total

Godina / Year

Albania

Bosnia and Herzegovina

Croatia

Macedonia

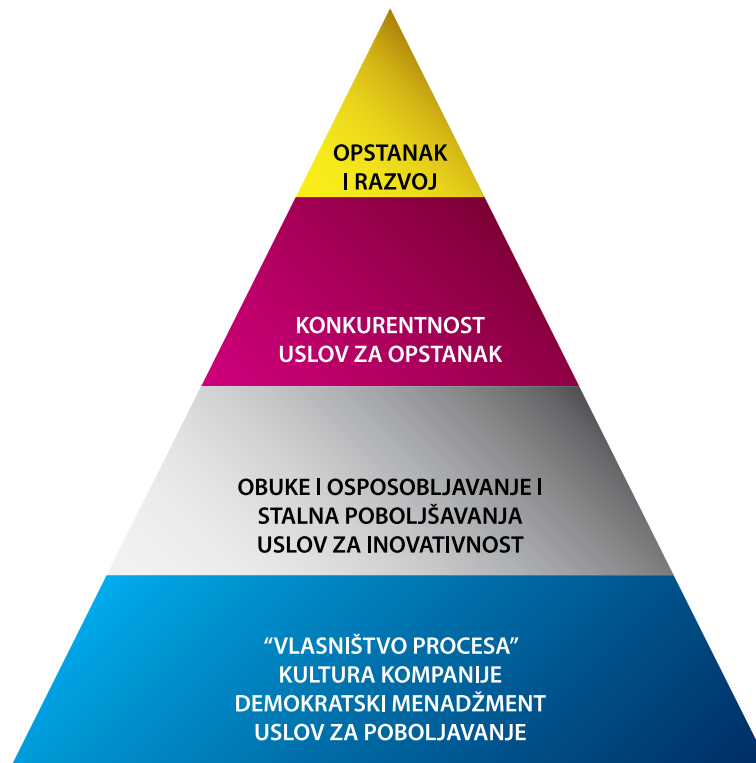
Moldova

Montenegro

Serbia

Ukupno / Total

STANDARDI KVALITETA I JAČANJE KONKURENTNOSTI



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**IMPLEMENTACIJA STANDARDA KVALITETA
U CILJU JAČANJA KONKURENTNOSTI I
INTERNACIONALIZACIJE PRIVREDA
CEFTA REGIONA**

Hotel Podgorica - 17.04.2015.



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