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EDITORIAL

Issue 1 of Volume 18, Year 2016 of the *Economic Horizons* scientific journal contains two original scientific papers, three review papers and a book review.

The problem area of the income convergence of the Western Balkan States (WBS) to the level of incomes in the developed European Union member states (EU-15) is relevant in the theoretical, methodological, practical and social senses. After analyzing the economic growth and the growth of the living standard in the WBS, in the period 1993-2015, determining the concepts of the absolute and conditional convergence, and presenting the insights into the results of some of the empirical studies of the income convergence of the new members of the EU (NMS) and the WBS to the income of the EU, *Nenad Stanisic* explores the existence of the *sigma* and the *beta* convergence in the WBS to the level of income in the EU-15, and compares them with the income convergence achieved by the NMS. In addition to the conclusion that the results of the regression analysis suggest that income convergence to the average income in the EU-15 was demonstrated for the NMS and the WBS in the period 1993-2015, and that it was faster in the case of the NMS, the directions for further research relying on the identification of the key factors that have led to the significantly different results of the transition in the NMS and the WBS, as well as on the appreciation of the necessity of evaluating the success of an economy according to what happens to the living standard of the majority of the citizens for a longer period, rather than according to an achieved average gross domestic product *per capita*, have been pointed out.

The identified constraints of the individual use of the systems methodologies in managing complex and multifaceted problems in business economics explicitly point to the scientifically and practically relevant research into the assumptions, ways and achievements of their integrated application. After determining the critically-systemic conceptual framework of combining the systems methodologies, elaborating the key theoretical-methodological features of the interpretive methodology of Strategic Assumptions Surfacing and Testing (SAST), as well as the functionalistic-structural methodology of Organizational Cybernetics (OK), and indicating the important shortcomings of their individual use in structuring management problem situations in organizations, *Dejana Zlatanovic* specifies the conditions of their synergetic employment, and critically examines the manner and results of such a combined use of theirs, in which the application of the SAST methodology precedes the use of the use of the OK methodology. Beside the illustration of the use of the related way of their combination in the process of the formulation and implementation of the company's strategy in the crisis conditions, it has been concluded that - despite certain constraints - the methodologically suitable synergistic use of the methodologies enables the creative improvement of managing problem situations. A necessity to include the dimension of coercion and the use of power in organizations, as well as the resulting dialectic associating of the SAST methodology and the OK methodology with some of the systems methodologies from the emancipatory paradigm has been singled out as an open issue relevant for further research.

Denoting economic growth as a crucial factor in the socio-economic development of developing countries, *Nguyen Duc Thanh* and *Pham Van Dai* apply the growth diagnostic approach to the Vietnamese economy, in

order to determine the binding growth constraints on this economy. After the consideration of the Hausmann-Rodrik-Velasco model and the identification of the four fundamental principles for diagnosing the growth constraints of an economy, the respective diagnostic framework was used in the Vietnamese economy through the examination of the relevant dimensions of the financial constraints and the profitability constraint. The binding growth constraints of the Vietnamese economy were found to refer to the poor business environment, the underdeveloped infrastructure, the failures related to information externalities, learning externalities and the coordination failures. Also, the energy infrastructure, and the inefficiency of financial intermediaries and government's over-investment were identified as the vital constraint in a near future and as a binding constraint when the economy returns to its high growth path.

Anticipating that the concept of shopper marketing represents a promising business initiative, *Zoran Bogetic, Djordje Kalicanin and Dragan Stojkovic* explore the new - in relation to traditional marketing - perspective of marketing, with the shopper in focus. Based on the consideration of the relevant dimensions of the harmonization of the partnership between retailers', suppliers' and shoppers' relationships and interests as well as the fundamental elements of the promising business process of the product category management, a performance measurement model has been constructed, and the institutional and multi-channel aspects of shopper marketing practice have been highlighted. The hypothesis that effective and efficient shopper marketing is based on a balanced partnership between retailers and suppliers, and that this partnership is supported by improvements in the category management and adjustments in the performance metrics has been confirmed through the

research process. The standardization of the shopper marketing approach has been singled out as an open, scientifically and practically important issue for further research.

After pointing out some of the employment of the Analytic Hierarchy Process (AHP) as a technique of multi-criterial decision making, and the Data Envelopment Analysis (DEA) method in different areas of higher education, *Predrag Mimovic and Ana Krstic* consider the DEAHP method as a manner of overcoming the shortcomings of the partial using of the DEA and the AHP methods. The conditions, the way and the results of the use of the AHP model, the DEA model and the DEAHP model have been explored in the case of the twelve faculties in the Republic of Serbia. Along with the conclusion that „the final DEAHP priorities show that the best-ranked faculties are those that were generally rated as excellent or excellent through the individual use of the AHP method and the DEA method”, the directions for future research implying a larger number of the inputs and outputs of the model and the introduction of the relevant scientific research and financial components in the research process have been pointed out.

Also, this issue of the Journal contains a book review: *Boonstra, J. J. (2013). Cultural Change and Leadership in Organization: A Practical Guide to Successful Organizational Change*. Chichester, UK: John Wiley & Sons Ltd., written by *Aleksandra Boskovic*.

On behalf of the Editorial Board and my own behalf, I would, first of all, like to thank the authors of the contributions published in this issue. At the same time, we owe special gratitude to the reviewers for their efforts and constructive and critical comments and guidelines for the authors of the submitted manuscripts.

Editor-in-Chief
Slavica P. Petrovic

Slavica P. Petrovic is a Professor at the Faculty of Economics, University of Kragujevac. She received her PhD degree in Business Economics and Management at the Faculty of Economics, University of Belgrade, the Republic of Serbia. The key areas of her scientific interest and research are systems thinking, systems methodologies for structuring management problem situations, soft and critical management science, scientific research methodology.

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UVODNIK

Sveska 1 Volumen 18 Godište 2016 naučnog časopisa *Ekonomski horizonti* sadrži dva izvorna naučna i tri pregledna članka, i prikaz knjige.

Problemska oblast konvergencije dohodaka zemalja Zapadnog Balkana (WBS) ka nivou dohodaka u razvijenim zemljama Evropske unije (EU15) relevantna je u teorijsko-metodološkom, praktičnom i društvenom smislu. Nakon analize ekonomskog rasta i rasta životnog standarda u WBS, u periodu 1993-2015, preciziranja koncepata apsolutne i uslovne konvergencije, i prezentiranja uvida u rezultate nekih od empirijskih studija konvergencije dohodaka novih članica EU (NMS) i WBS ka dohotku EU15, *Nenad Stanišić* istražuje postojanje *sigma* i *beta* konvergencije dohodaka u WBS ka nivou dohodaka u EU15, i upoređuje ih sa dohodovnom konvergencijom koju su ostvarile NMS. Uz zaključak da: „Rezultati regresione analize sugerišu da je dohodovna konvergencija ka prosečnom ostvarenom dohotku grupe EU15 dokazana za zemlje grupa NMS i WBS u periodu 1993-2015, kao i da je ona bila brža u slučaju grupe NMS.“, ukazano je na pravce budućih istraživanja oslonjenih na identifikovanje ključnih faktora koji su doveli do značajno različitih rezultata tranzicije u grupama NMS i WBS, kao i respektovanje neophodnosti procenjivanja uspeha jedne ekonomije „po tome šta se dešava sa životnim standardom većine građana tokom dužeg vremena, a ne po prosečnom ostvarenom bruto domaćem proizvodu po stanovniku“.

Identifikovana ograničenja individualnog korišćenja sistemskih metodologija u upravljanju kompleksnim i višeznačnim problemima u poslovnoj ekonomiji

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eksplicitno upućuju na naučno i praktično relevantno istraživanje pretpostavki, načina i dometa njihove integrisane primene. Nakon opredeljivanja kritičko-sistemskog konceptijskog okvira kombinovanja sistemskih metodologija, elaboriranja ključnih teorijsko-metodoloških određenja interpretativne metodologije Identifikovanja i testiranja strategijskih pretpostavki (ITSP) i funkcionalističko-strukturalističke metodologije Organizacione kibernetike (OK), i ukazivanja na bitne manjkavosti njihove individualne upotrebe u strukturiranju upravljačkih problemskih situacija u organizacijama, *Dejana Zlatanović* precizira uslove njihovog sinergijskog korišćenja, i kritički preispituje način i rezultante takve njihove kombinovane upotrebe u kojoj primena ITPS-metodologije prethodi primeni OK-metodologije. Uz ilustrovanje upotrebe odnosno načina njihovog kombinovanja u procesu formulisanja i implementacije strategije preduzeća u kriznim uslovima, zaključuje se da - uprkos izvesnim ograničenjima - metodološki primereno sinergijsko korišćenje dotičnih sistemskih metodologija omogućava kreativno unapređivanje procesa upravljanja problemskim situacijama u preduzećima. Kao otvoren problem relevantan za buduća istraživanja izdvojeno je uključivanje dimenzije prisile i upotrebe moći u organizacijama, i rezultirajuće dijalektičko udruživanje ITPS-metodologije i OK-metodologije sa nekom od sistemskih metodologija iz emancipatorne paradigme.

Označavajući ekonomski rast kao determinišući faktor društveno-ekonomskog razvoja zemalja u razvoju, *Nguyen Duc Thanh* i *Pham Van Dai* primenjuju Dijagnostički pristup ekonomskom rastu na privredu Vijetnama, s ciljem utvrđivanja obavezujućih ograničenja rasta u odnosnoj ekonomiji. Nakon razmatranja Hausmann-Rodrik-Velasco

modela i identifikovanja četiri osnovna principa dijagnostikovanja ograničenja rasta u nekoj ekonomiji, dotični dijagnostički okvir rasta je primenjen na ekonomiju Vijetnama, kroz istraživanje relevantnih dimenzija finansijskih ograničenja i ograničenja koja se tiču profitabilnosti. Utvrđeno je da se obavezujuća ograničenja ekonomskog rasta u Vijetnamu odnose na loše poslovno okruženje, nedovoljno razvijenu infrastrukturu, informacione manjkavosti u vezi sa spoljašnjim faktorima, učenje o spoljašnjim faktorima, manjkavosti u koordinaciji. Takođe, kao vitalno ograničenje u bliskoj budućnosti, odnosno, obavezujuće ograničenje u uslovima povratka privrede na visoke stope rasta, izdvojena je energetska infrastruktura, odnosno, neefikasnost finansijskih posrednika.

Anticipirajući da koncept kupovnog marketinga predstavlja obećavajuću poslovnu inicijativu, *Zoran Bogetić, Đorđe Kaličanin i Dragan Stojković* istražuju novu - u odnosu na tradicionalni marketing - perspektivu marketinga, sa kupcem u fokusu. Oslanjajući se na razmatranja relevantnih dimenzija partnerskog usklađivanja odnosa i interesa maloprodavaca, dobavljača i kupaca, na platformi kupovnog marketinga, i nosećih elemenata perspektivnog poslovnog procesa menadžmenta kategorije proizvoda, razvijen je model merenja učinaka, i ukazano na institucionalne i višekanalne aspekte prakse kupovnog marketinga. Kroz istraživački proces je potvrđena hipoteza da se efektivan i efikasan kupovni marketing zasniva na uravnoteženom partnerstvu maloprodavaca i dobavljača, podržanom unapređenim menadžmentom kategorije proizvoda i prilagođenom

metrikom učinaka. Kao otvoreno, naučno i praktično važno pitanje za buduća istraživanja, izdvojena je standardizacija pristupa kupovnog marketinga.

Nakon navođenja nekih od primena Analitičkog Hijerarhijskog Procesu (AHP), kao tehnike višekriterijumskog odlučivanja, i metoda Analize Obavijanja Podataka (DEA), u različitim oblastima visokog obrazovanja, *Predrag Mimović i Ana Krstić* razmatraju DEAHP metod kao način prevazilaženja nedostataka parcijalne primene DEA i AHP metoda. Na primeru dvanaest fakulteta u Republici Srbiji, ispitani su uslovi, način i dometi primene AHP modela, DEA modela i DEAHP modela. Uz zaključak da „Konačni DEAHP prioriteti pokazuju da su najbolje rangirani oni fakulteti koji su uglavnom bili najbolje ili odlično ocenjeni i kod pojedinačne primene AHP i DEA metoda.“, ukazuje se na pravce budućih istraživanja oslonjenih na uključivanje većeg broja ulaza i izlaza modela, i uvođenje u istraživački proces relevantnih naučnoistraživačkih i finansijskih komponenata.

Takođe, ova Sveska Časopisa sadrži prikaz *Aleksandre Bošković* monografije: Boonstra, J. J. (2013). *Cultural Change and Leadership in Organization: A Practical Guide to Successful Organizational Change*. Chichester, UK: John Wiley & Sons Ltd.

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Glavni i odgovorni urednik
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