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LOGO

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OBSAH

Štefan Slávik

Neformálne a spontánne pozadie tvorby stratégie

Ján Rudy

Jana Fratričová

Changes in Japanese Human Resource Management System, Part II: Changes During and After the Lost Ten Years' Era

(Zmeny japonského systému riadenia ľudských zdrojov, 2. časť: Zmeny počas obdobia „stratených desiatich rokov“ a po tomto období)

Diskusia

Michal Pružinský

Východiská malých a stredných podnikov v riešení dosahu hospodárskej recesie

Michael Mamonov

Economic Determination of Public Mood of the Russians: Myth or Reality?

Ekonomika ako určujúci faktor nálady ruského obyvateľstva – mýtus alebo realita?

Ewa Bogalska-Martin

La rhétorique de la crise et le grand dévoilement. Quelques remarques sociologiques

(Rétorika krízy a veľké odhalenie – niekoľko sociologických poznámok)

Pawel Zukowski

Aleksander Susel

Fertility of Immigrants and Non-Immigrants in the United States

(Porovnanie fertility prisťahovalcov do USA s fertilitou domáceho obyvateľstva)

Slavoj Czesaný

The Business Cycle in the Czech Republic: Trends, Context and Economic

Policy Implications

(Hospodársky cyklus v Českej republike: tendencie, kontext a dôsledky hospodárskej politiky)

Renáta Myšková

Ivana Linkeová

Index finančního zajištění obyvatel

Prehľad Konzultácie

Jozef Čimo

Úloha inovatívneho marketingu v komplexnej inovačnej stratégii

Kateřina Hrazdilová Bočková

Současný inovativní marketing

Jana Gašparíková

Inovácie a ich zázemie

Recenzie

Pavel Vavrinčík

Thomasová, E.: *Organizovanie*. Bratislava: Vydavateľstvo EKONÓM, 2010

Juraj Silvan

Ivanička, K. et al.: *Overcoming Crisis – Creation of the New Model for Socio-Economic Development of Slovakia (Prekonanie krízy – tvorba nového modelu sociálno-ekonomického rozvoja Slovenska)*. Bratislava : Vydavateľstvo EKONÓM, 2010

Informácie

Marta Martincová

CONTENTS

Štefan Slávik

Informal and Spontaneous Background of Strategy Creation

Abstract: *Traditional conceptions of strategic management are well known in practice and academic education, too. Planning concepts are systemic, logical and supplied with a great number of working techniques. Nontraditional and emergent processes are participating in practice too, but scale of their formalization is low, working techniques intuitive in nature, they involve random events, and they are carried out beyond common working schemes and procedures; therefore they are a theme of research and education in small range only. Submitted article tries to undraw at least partially a curtain to reveal informal phenomenons and unplanned activities in strategic management and look at what is going on behind the scenes of formal processes.*

Ján Rudy

Jana Fratričová

Changes in Japanese Human Resource Management System. Part II: Changes during and after the Lost Ten Years' Era

Abstract: *Lifetime employment, seniority system, Ringi system of decision making, and company trade unions are considered the typical characteristics or features of the traditional Japanese approach to management. In reality, majority of these features are related to human resource management practice in Japan. The paper deals with changes in Japanese management practice in both the post-war era and the lost ten years' era. The post-war era includes about three decades since the 1950's till the end of 1980's. Period of the 1990's till the beginning of the 21st century is regarded the lost ten years' era in Japan. Separation of both periods makes sense as business environments for Japanese large industrial companies in both periods were slightly different. Changes that occurred in the Japanese management practice during both periods, of course, reflected these differences. Accordingly, the paper is published in two parts. The second part deals with changes during and after the lost ten years' era.*

Discussion

Michal Pružinský

Starting Points of Small and Medium-size Enterprises in Dealing with the Impact of Economic Recession

Abstract: *Growth of national economies after two prosperous decades slowed down in most countries; there is a decrease. Examination of the economic processes is carried out from macroeconomic and microeconomic aspects. Ranges of measures made by national governments, which aim to help businesses overcome the difficult and complex period are similar in nature. However, they differ in terms of the support, the size of enterprises, types of industry, and the current transfer of aid to economic entities. On the part of enterprises themselves, in most cases the differences are in an innovative and flexible access to markets and to their customers. Small businesses are an important segment of the economy, consequently studying their performance highly relevant.*

Motivation of entrepreneurs is essential for maintaining their activities. We are looking for answers to questions whether the performance of small businesses is on a lower scale in comparison with large businesses. It is a fact that, although SMEs employ more than 65% of the workforce, they produce less than 57% of Gross Domestic Product. Is the Gibrat regularity valid under current conditions? We are looking for answers to whether and how the performance is affected by business size, its ownership structure and survival.

Michael Mamonov

Economic Determination of Public Mood of the Russians: Myth or Reality

Abstract: *The paper deals with the research in the correlation between the parameters of the economic situation and the state of public mood. On the basis of the data presented in the paper, the author draws five important conclusions concerning the nature of the public mood as well as social and political activities of the Russians. Firstly, the economic situation is not a basic determinant for the mass mood as for the social and political activities of the Russian population. Secondly, non-economic factors have a decisive influence on the assessments of the overall situation in Russia. Thirdly, emotional and psychological conditions of the Russians significantly determine the economic assessments. Fourthly, changes in the country's economic situation are neither reflected in mass consciousness nor in the results of the sociological surveys. Fifthly, the Russian population very faintly links the development of the economic situation with the activities of the RF government.*

Ewa Bogalska-Martin

Crisis Rhetoric and a Great Revelation. Several Sociological Comments

Abstract: *Crisis is bound to be both social and political: it concerns in the first place individuals; it highlights the issue of decision making and decision taking. We cannot leave this topic only to economists – specialists in statistical balance and to financiers. In the present paper authors are trying to find some elements of the answer to the following question: In whose services is the rhetoric crisis being mobilised? Who needs this kind of rhetoric to re-group social and economic structures and enforce new forms of global, European and national dominance? Can also citizens have a say here? From a purely economic aspect, this crisis shows how new information and communication technologies get out of control of entities, but also how the entities that utilise them, get out of control of political and legal institutions. We can speak about the crisis that results from the failure of regulation mechanisms. At the same time, by pulling down its veil, the “crisis” reveals its permanent, structural, deep and hidden nature. In harmony with this interpretation, the present-day crisis is nothing but a revealing a conflict of reality interpretations.*

Pawel Zukowski

Aleksander Susel

Fertility of Immigrants and Non-Immigrants in the United States

Abstract: *The paper deals with fertility determinants in the populations of immigrants and non-immigrants in the United States. We consider the following determinants: age, marital status, education, religion, and race and Hispanic origin. The analyses show that a relation between fertility and place of birth was statistically significant in both populations, women and men. We prove that migration is a major*

source of variation in fertility between immigrants and non-immigrants, which may lead to the postponement of maternity or marriage. Finally, we find that the duration of residence is positively correlated with fertility among US immigrants.

Slavoj Czesaný

The Business Cycle in the Czech Republic: Trends, Context and Economic Policy Implications

Abstract: *The goal of this analysis of the current business cycle in the Czech Republic is to identify the causes and consequences of fluctuations in economic activity in the period 2000–2009. The paper deals with the 2000–2007 expansion phase and the 2008–2009 contraction phase of the business cycle. A description of the links between changes in the economic environment, the nature of the demand and supply side of the economy and the character of the external and internal balance provides the economic framework for the analysis. Segmentation of supply and demand into its components enables us to identify their sensitivity to the business cycle. Special emphasis is put on the indicators of internal and external balance, which signal in advance the possibility of an economic slowdown or a drop in economic activity. The objective of this analysis is also to identify the position of the Czech Republic in international comparison as regards macroeconomic indicators connected with the monitoring of the business cycle. A macroeconomic forecast and economic policy implications form the last part of this article.*

Renáta Myšková

Ivana Linkeová

Population Financial Security Index

Abstract: *Assessing the level of the region is possible through a series of indicators evaluating economic, social or environmental areas. The article emphasizes the economic aspect and focuses on the definition and simulation of the new index – the financial security index of inhabitants. The model is created in Microsoft Excel and real statistical data of the Pardubice Region were used for the inquiry.*

Surveys Consultations

Jozef Čimo

The Role of Innovative Marketing in Complex Innovation Strategy

Abstract: *The paper deals with the role and place of marketing in innovation process. The role of marketing in innovation process is indispensable. The first part deals with the theoretical explanation of innovation importance, innovation strategies, their creation and implementation. The second part deals with the integrating function of marketing and innovative marketing when designing the innovation strategy. This view highlights the function of marketing in product life-cycle and links research and technical preparation of production with potential users of products.*

Kateřina Hrazdilová Bočková

Contemporary Innovative Marketing

Abstract: *The present paper deals with the issues of innovations in relation to customer. The impact of product changes on customer behaviour and the role of*

innovations in firm's management are described; fundamental principles of innovative marketing, its course of action, and use in the present-day economic practice are depicted in the paper. Innovation strategy is linked to marketing, which results in an integration of innovation system and the area of the economy. The transformation of an innovating idea supported by marketing is defined as a competitive advantage; this is what enables the firm improve its position on the market and become more competitive.

Jana Gašpariková

Innovations and their Background

Abstract: *Innovations represent fundamental pillars for knowledge economy in general, its future development, but also for each country's economic development. It is in the country's best interest to underpin the real status quo of innovations in the Slovak Republic and their impact on the country's future favourable or unfavourable economic development.*

Reviews

Pavel Vavrínčik

Thomasová, E.: Organizovanie (Organising). Bratislava: Vydavateľstvo EKONÓM, 2010

Juraj Silvan

Ivanička, K. et al.: *Overcoming Crisis – Creation of the New Model for Socio-Economic Development of Slovakia*. Bratislava : Vydavateľstvo EKONÓM, 2010

Information

Marta Martincová

Knowledge-based Economy and Its Impact in Economics Theory and Economic Practice