



## KOMPARATIVNA ANALIZA SAVREMENIH MODELA MERENJA I UPRAVLJANJA PERFORMANSAMA PREDUZEĆA

**Vesna Janjić**

*Univerzitet u Kragujevcu, Ekonomski fakultet, Srbija*  
✉ [vesnajanjic64@gmail.com](mailto:vesnajanjic64@gmail.com)

**Mirjana Todorović**

*Univerzitet u Kragujevcu, Ekonomski fakultet, Srbija*  
✉ [mtodorovic@kg.ac.rs](mailto:mtodorovic@kg.ac.rs)

**Dejan Jovanović**

*Univerzitet u Kragujevcu, Ekonomski fakultet, Srbija*  
✉ [djovanovic@kg.ac.rs](mailto:djovanovic@kg.ac.rs)

UDK  
330.526.33:  
65.015.25  
Pregledni rad

**Apstrakt:** Savremeni uslovi poslovanja prouzrokovali su razvoj velikog broja različitih modela za strategijsko upravljanje performansama, koji ukupnu uspešnost preduzeća posmatraju kroz prizmu finansijskih i nefinansijskih indikatora raspoređenih kroz brojne perspektive. Modeli za strategijsko upravljanje performansama treba da omoguće efikasno i efektivno upravljanje, odnosno adekvatan odgovor na kontinuirane promene u poslovnom okruženju. Teorija i praksa iz ove oblasti predlažu razvoj i primenu različitih integralnih okvira (modela) za upravljanje performansama preduzeća, a u cilju postizanja poslovne izvrsnosti. Pored već poznatih integralnih modela, kao što su Izbalansirana karta rezulta (Balanced Scorecard - BSC), Piramida performansi, SAILS model (Strategy Aligned Integrated Linked Scoring System), GRASP model (Goals-Resources-Actions-Structure-People), i drugi, razvijeni su i Kanjijev model poslovne izvrsnosti (Kanji's Business Excellence Model - KBEM) i Kanji Business Scorecard (KBS). Kanji model je nastao sa ciljem eliminisanja slabih strana i nedostataka prethodnih modela, posebno Balanced Scorecarda. Primena multidimenzionalnih merila performansi treba da poveća informacionu moć menadžmenta pri strategijskom poslovnom odlučivanju. Cilj postavljen ovim radom jeste razmatranje osnovnih karakteristika nekih od savremenih modela za merenje i upravljanje performansama preduzeća koji su zastupljeni u teoriji i primenjeni u praksi, te na osnovama uporedne analize izvođenje zaključaka o njihovim prednostima i nedostacima.

Primljeno:  
04.09.2014.  
Prihvaćeno:  
27.03.2015.

**Ključne reči** modeli merenja i upravljanja performansama, Izbalansirana karta rezultata, SAILS model, GRASP model, Kanji model

## **DIVERSIFICATION OF SERBIA'S EXPORT MARKETS - POTENTIALS FOR EXPORT TO THE COUNTRIES OF CASPIAN BASIN**

**Abstract:** Key features of the current foreign trade of Serbia are high and growing foreign trade deficit, and a small number of export partners. The fact that Serbia places its almost entire export on the markets of Italy, Germany and three former Yugoslavian countries implies the need for export diversification. Finding new or revitalizing former markets is vital for overcoming various weaknesses of Serbia's foreign trade. Gravity model was used for establishing determinants of Serbia's export and potential export directions. Coefficients of Serbia's export, determined in a few earlier studies are based on the figures that were valid before the global economic crisis. As the export to the EU countries which are geographically closest to Serbia decreased during the crisis, it is assumed that the parameters have now changed and the factor of importance of geographical distance decreased. The obtained coefficients are then applied to the countries of the Caspian Basin. This is the region which, due to its numerous geographical and economic characteristics, is seen as an adequate export market, although its distance is relatively large. Research based on applying of gravity model has found that in some countries of the region, there is plenty of „space“ for Serbia's exports.

**Keywords:** Serbia's export, gravity model, geographical distance, Caspian Basin.