



NATIONAL ACADEMY OF MANAGEMENT

# ACTUAL PROBLEMS OF ECONOMICS

SCIENTIFIC ECONOMIC JOURNAL

Founded in 2000. Academic monthly journal.

Subscription index in Ukraine – 21842

Registration license: KB № 16096-4568ПР, issued 21.12.2009

№10(136)  
2012

УДК 330 The journal is licensed as academic, professional journal in all economic sciences  
(Decision of Higher Accreditation Committee of Ukraine: № 1-05/04, issued 14.10.2009)

ISSN 1993-6788 (Since March 2007).

The journal is registered and indexed in the following international catalogues and databases:

Thomson Reuters Scientific – since July 2008;

SciVerse Scopus – since October 2009;

Index Copernicus – since January 2010;

EBSCOhost and Ulrich's Periodicals Directory – since 2011.

Founder and published:

National Academy of Management  
Vul. Panasa Myrnogo, 26, 4th floor, Kyiv, 01011  
Head of the Editorial Board – Serhiy Yerokhin  
Publishing license: ДК № 1824, reissued 2.06.2004

## Editorial Board:

Mykola Yermoshenko

- **chief editor**  
Dr. Sc. (Economics), Prof., Emeritus of Sciences  
and Technology of Ukraine

Grygoriy Burlaka

- **chief editor deputy**  
Dr. Sc. (Economics), Prof.

Bora Aktan  
Antonina Bazylyuk  
Bilan Yuriy  
Viktor Budkin

- Ph.D (Finance), Asst. Prof. (Kingdom of Bahrain)  
- Dr. Sc. (Economics), Prof.  
- Ph.D, Asst. Prof. (Poland)

Serhiy Gerasymenko  
Yuriy Goncharov  
Svitlana Gutkevych  
Vyacheslav Dorofienko

- Dr. Sc. (Economics), Prof., Emeritus of Sciences  
and Technology of Ukraine  
- Dr. Sc. (Economics), Prof.

Serhiy Yerokhin  
Ivan Kozachenko  
Oleksiy Lopatin  
Volodymyr Mishchenko  
Valentyn Podvezko

- Dr. Sc. (Economics), Prof.  
- Dr. Sc. (Economics), Prof.  
- Dr. Sc. (Economics), Prof.

Vadym Sakharov  
Vasyl Sopko  
Olesya Suntsova  
Vasyl Suprun  
Zenonas Turskis  
Natalia Sheludko  
Olexandr Shnytko

- Dr. Sc. (Economics), Prof., Honorary Fellow  
in Education of Ukraine  
- Dr. Sc. (Economics), Prof.  
- Dr. Sc. (Law), Prof.  
- Dr. Sc. (Physics & Mathematics), Prof.  
- Dr. Sc. (Economics), Prof.  
- PhD (Economics), Dr. Sc. (Mathematics),  
Prof. (Lithuania)  
- Dr. Sc. (Economics), Prof.  
- Dr. Sc. (Economics), Prof.  
- Dr. Sc. (Economics), Assoc. Prof.  
- Dr. Sc. (Economics), Prof.  
- Dr. Sc. (Technology), Prof. (Lithuania)  
- Dr. Sc. (Economics), Senior Research Fellow  
- Dr. Sc. (Economics), Prof.

Editorial Office:

Ukraine, 01011, Kyiv, vul. Panasa Myrnogo, 26, 401-406  
Tel./fax.: +(38044) 280-80-56; 288-94-98; 254-31-96  
E-mail: eco@nam.kiev.ua; http://eco-science.net  
Editorial administrative secretary – Olena Kryvonos  
Computer page positioning and layout: Olena Kryvonos, Svitlana Cherednichenko  
Text editing: Nelya Zheleznyak, Olena Semenyuk  
Proof reading: Darina Prokhorova

Responsibility for facts, quotations, private names, enterprises and  
organizations titles, geographical locations etc. to be bared by the authors.

The editorial office and board do not always share the views and thoughts expressed in the articles published.

Reprints and translations are allowed on the written consent with the editorial office and the author.

Responsibility for the advertisement contents to be bared by the advertiser.

Printing facilities:

Lazurit-Poligraph, 01042, Kyiv, vul. Levanevskogo, 8/7.

Publishing license: ДК № 3133 issued 17.03.2008.

© Actual Problems of Economics, 2012



ACTUAL

SCIENCE

№10(136) 2012

## WORLD ECONOMY AND

Kochur Y.G.

Foreign experience in venture funds functioning

Samosyonok L.M.

Dynamics of population income and employment

Chernega O.B., Bocharova U.G.

Civilizational dimension of corporate activities

Shkoda M.S.

World experience in application of logistic approach

of enterprise development and its adaptation to the market

## NATIONAL ECONOMY

Gromova Y.A.

Studying the prospects of innovative development

Zharinova A.G.

Dataware for the mechanism of intellectual property

Sophishchenko I.Y.

Problems in institutionalization of state support

Tarasjuk O.B.

State regulation of country's food security

Umierov R.E.

Peculiarities of small entrepreneurship development

Yukhymenko V.V., Konovalenko Y.V.

Public-private cooperation in security provision

Yakovenko O.Z.

Theoretical principles in formation of state intervention

on the development of industrial service clusters

## ENTERPRISES

Vorotina L.I., Pyatygin A.S.

Rational managerial decisions as a resource factor

Ganushchak-Yefimenko L.M., Skomroshchuk M.

Analysis of integrative development of machine building

on the indicators of their investment activity

Goncharenko O.V.

Innovative development of agrarian enterprises

Ivanova Z.O.

Tactical and strategic controlling in management

Kartuzov Y.P.

Methods of estimating the level of financial security

Kobernyk I.V.

Peculiarities in development of enterprises' innovation

Kolotiy V.O.

Factors of competitiveness and sustainability of enterprises

Olenych A.V., Shatska Z.Y.

Formation and development of a project team

Ryashchenko V.P.

Directions for optimization of enterprise's business

## PRODUCTIVE FORCES

Zheleznyak O.O., Oleshchenko L.M., Shynkova

Peculiarities of passenger-transport interaction

Karyi O.I.

Anomie of communities: consequences for state

## DEMOGRAPHY, LABOUR ECONOMICS

Revyakin O.O.

Economic organizational aspects of personnel management



# ACTUAL PROBLEMS OF ECONOMICS

SCIENTIFIC ECONOMIC JOURNAL

№10(136) 2012

## CONTENTS

<b>Beketova K.</b> Contemporary trends in development of design & engineering system for residential housing construction .....	363
<b>Vicenec T.N.</b> Methods for regional analysis of migration processes .....	374
<b>Grancay M.</b> The origins of the principle of comparative advantage and the role of agriculture .....	380
<b>Djoldybayeva S.</b> Diversification effects on the processes of enterprise management .....	390
<b>Domanovic V., Stoyanovic-Aleksic V., Babic V.</b> Performance management concept in Serbia: the traditional or the contemporary one? .....	400
<b>Dosmanbetova M.</b> Analysis of intellectual capital development in Kazakhstan's corporations .....	410
<b>Erol C., Baklaci H.F., Vardar G.</b> The impact of changes in ownership structure after 2001 crisis on bank performance in Turkey .....	418
<b>Ziyadin S.</b> Prospects for information marketing within processing industry of agroindustrial sector in the Republic of Kazakhstan .....	429
<b>Kabdullina G.</b> Problems in efficiency increase for agricultural production of Northern Kazakhstan .....	437
<b>Kapysheva S.</b> Entrepreneurship in Kazakhstan as an efficient form of market relations development .....	443
<b>Keseljovic A.</b> Knowledge as a factor of evolutionary progress within the theory of firm .....	450
<b>Kiran B.</b> The Feldstein-Horioka hypothesis and international capital mobility: an empirical investigation for Turkey .....	460
<b>Kranjac M., Henny C., Sikimic U.</b> Possible development scenarios of innovation management in transition countries .....	467
<b>Kreuz J., Sauer P.</b> Information aspects of assessing environmental policy implementation effectiveness: case of the Czech Republic .....	479
<b>Kupalova G.I., Tulebayeva G.A.</b> Foreign investments in the context of sustainable economic development of the Republic of Kazakhstan .....	487
<b>Lukasik E., Skublewska-Paszowska M.</b> E-learning as a modern tool in corporate training .....	496
<b>Plechawska-Wojcik M.</b> A model-driven approach to construction of web applications based on BPMN and WebML solutions .....	502
<b>Smykova M., Mutaliev L., Baitenova L.</b> Evaluation of strategic economic zones for tourism development in Kazakhstan .....	508
<b>Fang C.Y., Hsu C.-L.</b> Exploring forecasting models for tourist arrivals in international tourist hotels .....	518
<b>Horvathova P., Mikusova M.</b> Use of talent management by organizations in one of the regions of Czech Republic .....	526
<b>Serban A.C.</b> Education and changing labour content – implications on employment .....	536
<b>Shieh H.-S., Deng W.-L.</b> Setting standards for green: an analysis of Taiwan green hotel rating program .....	544

## INFORMATION NOTE

Information note on the VI <sup>th</sup> International scientific & practical conference "Actual Problems of Economics 2012" .....	554
Tax differences: economic essence and the calculation methodology .....	556
Small business: legal support of business activities, the peculiarities of taxation and accounting .....	558
Accounting modernization in public sector: matching expenses against revenues .....	560
Information about the authors .....	562
In the next issue .....	587

Violeta Domanović<sup>1</sup>, Vesna Stoyanović-Aleksić<sup>2</sup>, Verica Babić<sup>3</sup>

## PERFORMANCE MANAGEMENT CONCEPT IN SERBIA: THE TRADITIONAL OR THE CONTEMPORARY ONE?

*Throughout its history, performance measurement and management evolved through many models, some of which are mutually dependent and some are independent. Each new model is grounded on the previous one and tries to remove some of its disadvantages. The paper presents which model is applied at enterprises in Serbia. The question is if Serbian managers are aware of the necessities for introduction management innovations as balanced scorecard and activity-based costing. The research includes the companies that are different from the standpoint of industry, market share and ownership. The conclusions show that companies in Serbia implement balanced scorecard and activity-based costing insufficiently.*

**Keywords:** performance measurement, performance management, balanced scorecard, activity-based costing.

**JEL:** M21.

## Виолета Домановић, Весна Стояновић-Алексић, Верика Бабич КОНЦЕПЦІЯ УПРАВЛІННЯ ПРОДУКТИВНІСТЮ В СЕРБІЇ: ТРАДИЦІЙНА АБО СУЧАСНА?

*У статті показано, що впродовж всієї своєї історії, вимірювання і управління продуктивністю розвивалися за багатьма моделями, деякі з них взаємозалежні, а деякі незалежні. Кожна нова модель заснована на попередній і намагається усунути її недоліки. Представлено моделі, застосовані на підприємствах Сербії. Питання в тому, усвідомлюють сербські керівники необхідність впровадження інновацій управління, та як збалансована система показників і управління витратами за видами діяльності. Дослідження включає компанії, які відрізняються з точки зору виробництва, частки ринку і форми власності. Доведено, що компанії в Сербії впроваджують збалансовану систему показників і управління витратами за видами діяльності недостатньо ефективно.*

**Ключові слова:** вимірювання продуктивності; управління продуктивністю; збалансована система показників; управління витратами за видами діяльності.

## Виолета Доманович, Весна Стоянович-Алексич, Верика Бабич КОНЦЕПЦИЯ УПРАВЛЕНИЯ ПРОИЗВОДИТЕЛЬНОСТЬЮ В СЕРБИИ: ТРАДИЦИОННАЯ ИЛИ СОВРЕМЕННАЯ?

*В статье показано, что на протяжении всей своей истории, измерение и управление производительностью развивались согласно многим моделям, некоторые из которых взаимозависимы, а некоторые - независимы. Каждая новая модель основана на предыдущей и пытается устранить ее недостатки. Представлены модели, применяемые на предприятиях Сербии. Вопрос в том, отдают ли сербские руководители себе отчет в необходимости внедрения инноваций управления, таких как сбалансированная система показателей и управление расходами по видам деятельности. Исследование включает компании, которые отличаются с точки зрения производства, доли рынка и формы собственности. Обосновано, что компании в Сербии внедряют сбалансированную систему показателей и управление расходами по видам деятельности недостаточно эффективно.*

<sup>1</sup> PhD, Assistant Professor, Faculty of Economics, University of Kragujevac, Serbia.

<sup>2</sup> PhD, Assistant Professor, Faculty of Economics, University of Kragujevac, Serbia.

<sup>3</sup> PhD, Full-time Professor, Faculty of Economics, University of Kragujevac, Serbia.

**Ключевые слова:** измерение производительности; сбалансированная система показателей;

**Introduction.** Business success is the application of basic principles of efficient use of the competence of a company to the change and consistent application of the principle of performance management of companies in today's business environment and development of companies in the modern economy is becoming an increasing necessity for business success. It implies the possibility of applying the balanced scorecard to companies on those activities that are

It is crucial to understand how performance management can be integrated into the management system. The model in the last decade is balanced scorecard (Kaplan and Norton, 1992; Kaplan and Norton, 1996; Kaplan and Norton, 1997; Butler et al., 1997; Epstein and Martin, 1997; Kennerly and Neely, 2002; Olson and Neely, 2002). The success of an enterprise is the result of not only financial performance, but also the balanced scorecard's perspectives, but by means of the balanced scorecard. Recognizing that intellectual capital, as an intangible asset, affects enterprise's value, the balanced scorecard is used to measure intellectual assets. This is a new model or one enterprise acquisition. The balanced scorecard serves as an information basis for a balanced scorecard (ABM) is derived from ABC. Hence, the balanced scorecard models have been implemented. The results will be derived upon a research and the balanced scorecard is considered as being able to implement such

**1. Literature review.** Modern business management has introduced new models and frameworks for performance management. The effort of modern management is to develop a wide range of models to allow the measurement of the functions of a company's value chain from a strategic perspective (Simons, 2000; Simons and Lynch, 1988; Keegan et al., 1989; Coughlan and Fitzgerald et al., 1991; Kaplan and Norton, 1995; Neely et al., 1996; Flapper et al., 1997; Kaplan and Norton, 1997; Steple, 2000; EFQM, 2007; Babin et al., 2000; Cochran et al., 2001; Neely et al., 2001; J. B. Babin et al., 2006; Balachandran et al., 2007). Companies implement the balanced scorecard for various reasons, but mainly because the existing accounting systems do not allow. More than 50% of the company is derived from intangible assets (Domanovic, 2006, p. 94). All these models are traditional, multidimensional, fully integrated



















