

**UNAPREĐENJE KOMPETENCIJA MENADŽERA – USLOV ZA RAZVOJ
PREDUZEĆA U SRBIJI**

**MANAGER COMPETENCIES IMPROVEMENT – CONDITION TO
ENTERPRISES DEVELOPMENT
IN SERBIA**

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Rezime: U radu su prikazani rezultati istraživanja potreba za unapređenjem kompetencija rukovodilaca u našim preduzećima. Istraživanja su sprovedena 2011. i 2012. godine anketnim putem. Uzorak u 2011. činilo je 672, a 2012. - 215 ispitanika, zaposlenih u javnim institucijama, privatnim uslužnim i proizvodnim preduzećima, agencijama. Obuhvaćeni su rukovodioci različitog nivoa i rukovodioci u službama za upravljanje ljudskim resursima.

Procenivano je 14 dimenzija uloge neposrednih rukovodilaca – linijskih menadžera, a profilom je obuhvaćeno 30 kompetencija. Procena je vršena na skali od 1-5 Likertovog tipa. Potrebe za unapređenjem kompetencija rukovodilaca procenjene su ocenama od 3-4, a postoji saglasnost i rukovodilaca i zaposlenih da je najvažnije da se unapredi primena savremenog znanja iz menadžmenta u praksi. Slede interpersonalne veštine, veštine motivisanja i pažnja usmerena na talentovane.

Ključne reči: kompetencije menadžera, procena potreba, razvoj preduzeća

Abstract: This paper presents research results of the needs to improve manager's competencies in our enterprises. The researches have been conducted by questionnaire during 2011 and 2012. Pattern comprised 672 examinees in 2011 and 215 in 2012, employed in public institutions, private servicing and manufacturing enterprises, as well in agencies. There were comprised managers of different levels and managers engaged in human resources management.

There were estimated 14 dimensions of the roll of direct managers - line managers and profile comprised 30 competences. Evaluation has been performed on the Likert scale from 1 to 5. Needs to improve manager's competencies were evaluated on the scale from 3 to 4. It was evidently, there is agreement among managers and employees that it is the most important to improve an application of contemporary knowledge in practice, then interpersonal abilities, motivating ability and attention directed to talents.

Key words: Manager's competences, needs evaluation, enterprise development

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