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Master thesis:

**Human resource management in public cultural
institutions:**
Lifelong learning of employees in Jugokonzert

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Abstract

The following research on human resource management and lifelong learning and existing incentive measures in cultural institutions belonging to the public sector in Serbia, was done to point out importance of development of human resource management in public cultural institutions in Serbia. It was conducted through surveys and interview done with employees in Jugokonzert in 2012. Primary goal of research was to determine current situation in the field of human resources, lifelong learning and working conditions. Analysis of legal and financial frameworks under which the public sector of culture in Serbia is operating and an overview of educational structure of employees in cultural field.

At the end of our research we came to conclusion that there is not enough awareness (public) and willingness to implement the principles of business efficiency and effectiveness in the institutions of culture. Our final conclusion is that only by including all existing actors in public sector (human resources, the management of institutions, various levels of the governmental power) can make improvement the current (not that good) situation in this area and determine in a clear way the direction of its future sustainable development.

Key words: human resource management, lifelong learning, cultural policy, further professional development, Law on Culture, development of institutional structure

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Résumé

La gestion des ressources humaines (GRH, ou simplement RH) est la gestion de l'organisation des effectifs ou des ressources humaines. Elle a pour but d'attirer, de trier, d'entraîner, d'évaluer ou de rembourser les employés et est aussi chargée de surveiller la culture et la direction de l'organisation et d'assurer l'accordance avec le processus de l'embauchage et les droits du travail.

Dans les circonstances où les employés veulent et sont autorisés par la loi de respecter le contrat collectif du marchandage, RH peut aussi servir de liaison principale entre l'entreprise et les représentants des employés. Le développement des ressources humaines (DRH) est un ensemble de pratiques pour aider les employés à développer leurs savoir-faire personnels et organisationnels, leurs connaissances et leurs capacités. Le développement des ressources humaines encadre les possibilités de l'entraînement et de la formation professionnelle des employés, de la gestion des carrières, de la gestion prévisionnelle des emplois et des compétences, du tutorat, de la planification de la relève, de la clé d'identification des employés, de l'attribution des bourses et des scolarités et du développement de l'organisation. Le développement des ressources humaines est d'une grande importance dans les affaires modernes et la gestion; c'est pourquoi la gestion des ressources humaines devrait prendre plus grande importance dans la gestion de la culture.

Le domaine de la culture et de l'organisation culturelle est encore «inexploré», cela étant prouvé par le fait qu'il n'y a pas beaucoup de documents et d'études qui abordent ce sujet. La gestion des ressources humaines dans les institutions qui sont chargées de gérer les aménagements culturels et dans lesquelles la culture favorisée comporte quelques particularités se distingue de celle dans, par exemple, les corps sociaux et les institutions de l'État. Le système de l'éducation préparant les salariés pour l'emploi au sein des institutions culturelles se réfère habituellement à un cadre vaste d'embauchage manquant de spécialisation dans les institutions variées au domaine de la culture. L'art contemporain est sans cesse en train de s'adapter aux

nouveaux besoins des consommateurs des contenus culturels, ce qui exige un niveau d'éducation très haut et maîtrisé des professionnels dans les domaines particuliers de la culture ou plus encore, dans les emplois particuliers. Pour cette raison, la formation continue et l'éducation constante sont très importantes pour tous les salariés travaillant au sein des institutions culturelles. Il est indispensable de travailler sur le développement de la conscience des professionnels ainsi que sur leur motivation afin de les encourager à augmenter sans cesse leurs savoir-faire et leur niveau des compétences. Le niveau atteint de la maîtrise des connaissances ne doit pas être considéré comme un processus effectué et terminé, parce que l'essence des engagements des employés au domaine de la culture repose sur la recherche constante et le besoin d'être au courant avec les nouveaux contenus ainsi que sur le développement des capacités professionnelles et personnelles. Outre le niveau incontestablement haut de la motivation personnelle exprimée par les employés au domaine de la culture et tournée à l'acquisition des nouvelles connaissances et des entraînements, il est évident qu'à présent il n'existe pas de système approprié qui offre la formation continue, ce qui empêche le développement de la qualité de la présentation des contenus culturels. Il paraît que ce domaine est injustement négligé et cédé à l'initiative personnelle des employés au sein de la culture, insuffisamment clair et contraignant pour chaque employé travaillant au sein des institutions culturelles. À présent et à l'avenir proche, il est nécessaire de lier la gestion des ressources humaines dans les institutions culturelles (on se réfère d'abord à l'entraînement professionnel constant, à la surveillance et à l'utilisation des innovations et des succès technologiques, aux revendications de la part des consommateurs culturels finaux dans le milieu réel socio-économique dans lequel existe la gestion mentionnée ci-dessus) à la responsabilité de penser. Cela permet de créer progressivement une mission permanente qui sera la partie intégrante de chaque organisation culturelle.

La gestion concernant les institutions culturelles est, plus ou moins, sous l'influence de la politique culturelle publique (qui est jusqu'à présent dans la période transitoire, ce qui signifie l'absence du projet stratégique à long terme) et des autres (adversaires), des facteurs socio-économiques qui compliquent l'approche déjà

complexe relative aux ressources humaines dans la culture. Les résultats obtenus dans les recherches effectuées ces dernières années montrent que le pourcentage important des managers dans les institutions culturelles publiques estime que la structure actuelle des salariés ne correspond pas aux revendications institutionnelles. Les programmes destinés à la formation des employés sont représentés, mais on préfère les organiser à l'improviste plutôt que de les planifier en avance et les coordonner aux besoins identifiés. Les rendements de ces programmes ne laissent pas de trace en général, et dans ce domaine, presque un tiers des experts dans les institutions culturelles juge que ses savoir et ses savoir-faire acquis ne sont pas utilisés suffisamment (Martinovic, 2010, Jokic, 2009).

L'objectif des recherches

- Analyser les démarches existant aux niveaux national, régional et local et les visées des réformes du secteur public dans la culture, augmenter sa productivité et inciter la formation continue et professionnelle des salariés.

-Analyser l'existence des programmes destinés à la formation professionnelle des employés dans les institutions culturelles publiques et étudier les effets de leurs influences sur les employés au sein du secteur de l'organisation, de l'administration et de la technique et examiner la possibilité de l'application des cas réussis.

-Analyser les cadres socio-historiques, légaux et financiers dans lesquels le secteur culturel public fonctionne, les conditions sous lesquelles fonctionnent les institutions culturelles ainsi que la situation des ressources humaines dans le domaine ledit.

-Mettre en relief le rôle important et la haute motivation personnelle des directeurs dans les institutions culturelles.

-En se référant aux objectifs, les questions principales des recherches dans ce mémoire sont:

-De quelle manière et dans quelle étendue les ressources humaines sont-elles utilisées par les institutions culturelles publiques en Serbie?

-Quelle est l'attitude de la gestion en ce qui concerne le besoin de la formation continue des employés dans les institutions culturelles publiques?

-Dans quelle ampleur et à quel temps les salariés de Jugokonzert expriment-ils l'intérêt pour la formation continue?

LES HYPOTHÈSES

Dans ce mémoire, nous allons étudier les hypothèses générales:

- pour inciter le fonctionnement prochain efficace de l'institution culturelle Jugokonzert, il est indispensable de mettre en œuvre un système structuré concernant la formation continue et professionnelle ainsi que l'entraînement des salariés.

Aussi allons-nous analyser les hypothèses particulières:

- Au sein de Jugokonzert il n'y a pas d'entraîneur éduqué adéquat qui pourrait pourvoir aux besoins des employés et leur offrir la formation continue.
- Les salariés travaillant au sein de Jugokonzert reconnaissent qu'ils ont besoin de la formation continue et professionnelle.
- Il n'existe pas de système convenable de la formation continue et de l'entraînement professionnel des employés au sein de Jugokonzert.
- À l'aide des experts, les employés de Jugokonzert ont la capacité de faire partie intégrante dans l'élaboration des projets pour la formation professionnelle.

- Au sein de Jugokonzert il n'y a pas de réglementations des lois qui assureraient l'entraînement indispensables des employés.

II La méthodologie des recherches

Parmi les techniques disponibles des recherches scientifiques, en vue de prouver ou de réfuter les présomptions particulières dans ce mémoire, on en a utilisé les techniques différentes des méthodes qualitative et quantitative afin de déboucher sur les données empiriques. Ce sujet est abordé de manière interdisciplinaire, en utilisant la bibliographie disponible du domaine des ressources humaines, de la gestion, de la psychologie, du management de la culture, de l'économie, du droit et d'autres domaines adéquats.

La première partie du mémoire (concernant la loi du travail, la législation, le contexte socio-historique, la signification du terme secteur public, les données sur les employés dans les institutions culturelles publiques, leur structure éducative, les conditions actuelles du travail) est traitée et rédigée en analysant les données obtenues par d'autres institutions, et les recherches contenues dans les documents suivants : la bibliographie spécialisée, les documents légaux, les publications électroniques, les bases de données en ligne, les relevés statistiques etc. Les résultats ainsi obtenues sont traités de deux façons : de façon quantitative (le nombre des institutions culturelles, le nombre des employés, la structure éducative, les salaires moyens etc.) et de façon qualitative (on a évalué et établi un parallèle entre les situations actuelle et précédente dans le secteur culturel public en Serbie, ainsi qu'une comparaison concernant la situation actuelle dans les pays membres de l'Union européenne). Nous avons utilisé la méthode des analyses théoriques (d'abord, pendant le travail sur les recherches dans la gestion des ressources humaines), ensuite la méthode déductive (l'analyse de la situation au sein du secteur public culturel et les dispositions incitant ou réfutant son progrès), la méthode

descriptive (faire saillir l'importance du rôle du directeur au sein des institutions culturelles publiques).

La conclusion

En considérant tous ces paramètres: la multitude des théories dans la gestion des ressources humaines et des techniques d'apprentissage d'un côté et toutes les particularités du secteur public et des institutions publiques de l'autre côté, on aboutit à la conclusion que la gestion des ressources humaines au sein des institutions publiques peut être effectuée de deux manières: au niveau gouvernemental (le niveau national, régional et local) et au niveau institutionnel. Il est évident que le gouvernement, par le biais de ses ministres, ses corps responsables et à l'aide de la législation ne peut pas directement influencer le développement de la gestion des ressources humaines, mais il peut et doit être chargé de créer les conditions favorables du travail et améliorer la situation au domaine de la culture en appliquant les dispositions différentes indirectement.

Depuis 2000, il y avait six ministres au sein du Ministère de la culture de la Serbie (Branislav Lečić, Dragan Kojadinović, Voja Brajović, Nebojša Bradić et Predrag Marković et le ministre actuel de la culture et de l'information au pouvoir Bratislav Petković), ce qui indique que le ministre de la culture de la République de Serbie a été révoqué en moyenne tous les deux ans pendant dernières onze années. Nous avons attendu l'adoption de la nouvelle *Loi de culture* depuis plus de vingt ans, ainsi que l'adoption nationale de *La Stratégie du développement de la culture de la République de Serbie* n'étant pas votée même une année après l'adoption de la nouvelle loi. C'est de cette manière que la période turbulente de l'élection est finie. À l'avenir, il est clair que nous ne pouvons pas compter sur l'application des

dispositions positives et stimulantes (les lois d'activités culturelles particulières, qui se rapporteraient, conformément à la loi, à la réglementation des questions particulières, les mesures de l'auto-emploi, l'assurance adéquate sociale et retraite etc.). Bien que la loi en vigueur ait suscité plusieurs changements (les nouvelles façons de choisir les directeurs des institutions et d'embaucher les employés au domaine de la culture, le rétablissement du pouvoir d'agir de la part de l'autonomie locale par l'intermédiaire des centres culturels qui sont situés dans le territoire de la communauté locale) sa mise en application reste très lente, sans évaluation des résultats obtenus ou sans aucune exécution.

On en déduit que les institutions culturelles publiques ou leur gestion ont un rôle important et servent de liaison entre le ministre et l'État, entre les autorités régionales et locales et qu'elles sont responsables pour l'amélioration des conditions du travail d'une part, et les employés et leur motivation pour la formation professionnelle ainsi que l'utilisation des capacités professionnelles d'autre part, ayant pour but de réaliser plus grande productivité et l'efficacité dans le lieu de travail, en vue d'avoir les effets positifs sur les résultats du fonctionnement des institutions. Pour cette raison, les directeurs des institutions devraient jouer un rôle correctif en tant que les personnes qui ont du pouvoir et de l'autorité pour créer une ambiance positive environnante.

Grâce aux analyses de Jugokonzert, de sa structure d'organisation et aux témoignages des salariés interrogés, on débouche sur la conclusion qu'il n'y a pas de dispositions particulières ni de système structuré destiné à la formation continue et qu'il est nécessaire d'améliorer la situation actuelle. Il est essentiel d'élargir la conscience relative au développement des ressources humaines en dépit de la crise économique difficile et malgré les faits que le budget de l'État n'accorde qu'une somme modeste en vue d'encourager la formation continue et professionnelle des employés. Par ailleurs, il reste à établir un système efficace permettant l'évaluation du travail et les récompenses afin de perfectionner et de développer les méthodes et les processus existants dans la gestion des ressources humaines.

Si on considère les recherches effectuées relatives à la formation professionnelle et à

son importance, en pratique il n'existe pas de modèle convenable de la formation continue qui pourrait s'appliquer aux institutions culturelles de la Serbie.

On croit que c'est seulement en implantant tous les facteurs dans le champ culturel de la Serbie, cela veut dire le gouvernement de la République de Serbie, les ministres et les autres ministères adéquats, les autonomies locales, la gestion des institutions culturelles, les unions représentatives, ainsi que les salariés, qu'on peut établir les fondements facilitant l'avancement au moment actuellement insatisfaisant dans le domaine de la culture et déterminer les moyens de leur développement durable à l'avenir.

INTRODUCTION

Relevance of the chosen topic

Human resource management (HRM, or simply HR) is the management of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employees' representatives. Human Resource Development (HRD) is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development. Human resources and their development in modern business and management are of the great importance, therefore is why should the human resource management have a greater importance in cultural management. This area of culture and cultural organizations is still "unexplored", and there are not many research papers and studies which are dealing with this issue.

The domain study of human resources in institutions dealing with cultural facilities and which foster culture has its specificities and is different from the human resource management in for example corporate systems and state institutions. The education system which prepares personnel for work in cultural institutions, usually means a broad and general framework for employment in the often very different institutions dealing with culture.

Contemporary art is constantly adjusting to the new needs of consumers of cultural content, and this makes the need for specific and sometimes highly specialized professionals in specific areas of culture or even specific jobs. Therefore, lifelong learning and education is necessary for all employees in cultural institutions. It is necessary to work on raising awareness of professionals, as well as on their constant motivation, in order to stimulate their motivation and continually develop their skills and raising the level of competence. Reached level of the expertise can not be regarded as given and set, but the essence of the work commitments of cultural workers must be in search and constant need to be familiar with new content and development of personal and professional capacities. Besides the undeniable high level of personal motivation of cultural workers for the acquisition of new knowledge and training, it is evident that at a present moment there is no relevant system that provides lifelong learning and thus raising the quality of presentation of cultural content. It appears that this area is unjustly neglected, left to personal initiative of cultural workers, not clear enough and non-binding for each individual employee in cultural institutions. Contemporary moment, above time which is coming is binding that human resource management in cultural institution's (we are primarily referring to the continuous professional training, monitoring and use of technological innovations and achievements, constant awareness of the requirements of the final consumer of culture in the real socio-economic milieu in which exist above mentioned) to think responsibly and in a systematic way as a permanent assignment, which is going to represent inherent part of every cultural organization.

Institutional management in the case of cultural institutions, is to a greater or less extent under the influence of public cultural policy (which is so far in transition

period, meant the absence of long-term strategic plan) and other (adverse), socio-economic factors which complicate the already complex approach to the phenomenon of human resources in culture. The results of research accomplished in recent years show that a significant percentage of managers in public institutions of culture, estimated that the actual structure of employees does not meet institutional requirements, educational programs for employees are represented, but are organized ad hoc, rather than planned in advance according to the identified needs. Effects of these programs generally are not tracked and in doing so nearly every third expert in cultural institutions (regardless of the activity), estimated that his knowledge and skills not used sufficiently (Martinovic, 2010, Jokic, 2009).

Cultural institution in our country can be established by Republic of Serbia, autonomous province, unite of local government and other legal persons, under the conditions that are required by the law. Public cultural institution is the one that has for it's founder Republic of Serbia, autonomous province or the unit of local self-government and whose work is financed from the budget of it's founder. It may not be the only source of financing, also the institution can have it's own resources from the differentiated sources, but it is thought that is not established in order to make profit, but to carry out cultural activities, which provides the rights of the citizens and meeting the needs of the citizens, as the achieving other legally defined interest in the field of culture. The work of public institutions, as well as the rights, obligations and responsibilities of the employees in Republic of Serbia are regulated, in the first place by *Constitution, then Law on Public Services, Labour Law and Law on Culture*, followed by the other laws, ordinances and regulations. Every public cultural institution is also required to make its own main acts (statute, rules of procedure, rules of systematisation of jobs), and to submit to its founder (yearly) program and financial plans and reports on their realisation. When we take into account all these parameters, it is clear how the functioning of public institutions, their management and entire personnel is in the strict relation with the socio-economic context and trends, that are exist on one or all three levels of the state administration and that is not possible to mechanically apply the foreign

experiences in domestic cases, nor experiences from profitable to unprofitable activities.

Institutions that belong to the public sector, in almost all European countries, represent the basis for the conduct of cultural policy and the places through which and through which the objectives are implemented. These institutions, also, make the main, if not most important part of infrastructure and resource (material, financial, technical and personnel) of any cultural system, without which developed cultural life could not exist. Historical and political events that were actual in this region, primarily in last twenty years, affected entire public or state sector in Republic of Serbia and are also reflected in the field of culture, on its ways of financing and operation of public cultural institutions, working conditions in them, as well as on the human resources. Since the democratic changes took place in 2000 and entering to so-called transitional processes until today, Serbia constantly getting messages from the international instances, as well as from the experts in this region, Union of employers that has too large, inefficient, ineffective and very expensive public sector, which is necessary to transform and reduce for the sake of prosperity and economic progress of the whole country and its society. In public, we can hear for years about the needs and ways in which public sector should be reduced, in which according to some estimates works about half a million of people (almost 31% of overall number of employees), that makes almost three times more than average in European Union countries, but it seems that serious and decisive reforms were never implemented.

That means that example of good practice are those institutions that achieve certain results, but have a small number of teams and relatively small budgets, within they generate their own income and belong to the public sector, affected not only by the general state of affairs in the field of culture, which is not on the satisfactory level, but are affected by the impact of the restrictive measures, that are related to the reducing of number of employees and limiting their earnings in whole public sector. The question is how and is it possible in such working conditions in public institution to motivate employees and their managers to be more productive, creative and efficient and achieve higher performance at workplace.

Subject and the goal of research

Since in the literature there are many theories and definition on human resource management and development, as well as on the conception of work ethics, we will try at the beginning of this thesis to give an overview of the basic and most common theories on human resource management and their authors. Also, because the public sector and public institutions in culture in almost all modern societies reflects the relationship that they have with the entire public sector. We will try to extract some of the similarities and differences that exists in their understanding and treatment among countries in European Union and Republic of Serbia and to determine what are the socio-historical, legal and financial frameworks in which are functioning public cultural institutions in our country and are there any measures for improvement of working conditions, what is the situation regarding the work ethics. We will also focus on the figures on number of employees in the field of culture, the earnings in public sector, their educational structure, type of contract under which they work and the researches that exist in Serbia concerning human resources in culture in Serbia and potentials that this field has.

Jugokonzert, as an example of good institutional praxis in public sector in culture in Republic of Serbia, will serve us in the second part of this thesis, as a case study for provment of the general hypothesis (lifelong learning of employees in Jugokonzert), as well as for provment of specific hypothesis.

Subject of this research are: public sector in culture, relationship of certain level of authority towards cultural field, public cultural institutions and human resources. Therefore, the main goal of the research will be analysis of the current situation in the area of working conditions, work ethics, to analyse succesfull cases of human resource management in culture and arts trough the case study, indication of the role and importance of directors of cultural institutions in Serbia, as well as looking back at the current situation in these areas and of its possible ways for improvment and further development.

Specific goals are:

- To analyse the measures that exists on the national, provincial and local level and aims to reform public sector in culture, to increase its productivity and further professional development of employees in that sector
- To analyse if there are programs for further professional development of employees in public cultural institutions and infulence they have on employees in programm, organizational, administrative and technical sector and possibility for implementation of successful cases
- To analyse socio-historical, legal and financial frameworks in which the public cultural sector operates, conditions in which cultural institutions operates, as well as the situation of human resources in mentioned field
- To point out how important is the role and high personal motivation of the

directors of cultural institutions

Considering the goals, main research questions of thesis are:

- In which way and what extent are human resources used by public cultural institutions in Serbia?
- What is the attitude of the management to the need of lifelong learning of employees in public cultural institutions?
- To what extent and weather the employees in Jugokonzert express motivation for lifelong learning?

Conceptual and hypothetical framework

Law on Culture is defining cultural institutions as a legal entities, established in order to perform cultural activities, which provides a realisation of citizens rights, ot to meet the needs of citizens, and achievement of other legally defined interest in the field of culture. For public institutions are considered those that have for its founder Republic of Serbia, Autonomuos Province Vojvodina or unit of local self-government and are funded from their resources. Jugokonzert will be considered as a public cultural institution in the relation to the regulation of the applicable statute and is defining Jugokonzert as a institution that is performing and organizing activities in the field of culture, since its operating with the funds publicly owned (and their own funds) and for its founder has a city of Belgrade. With the short strategic analysis, will be shown achieved results of institution untill now and current situation in organizational structure and organizational flows. Employees and their work

positions will be considered as the case study, and the position of director as a leader of institution, under the authority, rights and obligations, given by the Statute of institution. Decision-making process from the level of local self-government to the institution, will be given in accordance with the applicable *Law on local self-government*. By restrictive measures that related to the public cultural sector will be considered regulations of government of Republic of Serbia and that are related to the limited earnings in that sector until the end of 2010 or reducing on number of employees in public sector on any grounds until the end of same year, as well as the effects of the economic crises that started in 2008, and whose negative effects are still felt.

Definition and theories on human resource management and lifelong learning will be taken from the relevant literature.

Hypothesis

In this thesis we will examine the **general hypothesis** that:

- In order to further efficient and successful functioning of public cultural institution Jugokonzert, it is necessary to introduce a structured system of continuing professional development and training of employees

We will also try to examine specific hypothesis:

- In Jugokonzert there is no adequate trained professional that meet the need of employees and offers a lifelong learning to them
- Employees of Jugokonzert recognise the need for lifelong learning and further development
- There is no existing system of lifelong learning and further training of employees in Jugokonzert
- With the assistance of experts, employees of Jugokonzert have the capacity to participate in designing of program for personal development
- In Jugokonzert there are no existing laws or regulation that ensure the necessary training of employees

Methodology of research

From available techniques of scientific research , in order to prove or disprove specific assumptions of this thesis, we have used different techniques of qualitative and quantitative methods in order to come to the empirical data. The topic was approached in interdisciplinary way, by using the available literature in the field of human resource management, psychology, management in culture, economy, law and other relevant fields.

First part of the research that is related to the labour law, legislation, socio-historical context, meaning of the term public sector, data on the employees in public cultural institutions, their educational structure, existing work conditions, we did by analysing data, obtained by other institutions and researches, and that are following documents: specialized literature, legal documents, electronic publications, online database, statistical evidence and others. Results that we have obtained so, we processed quantitatively (number of cultural institutions, number of employees, educational structure, average salaries and others) and qualitatively (we have evaluated and compared current and previous situation in public sector in culture in Serbia, as well as comparison with the current situation in the countries of European Union). We have used the method of theoretical analysis (primarily, while researching on human resource management), then deductive (analysis of situation in public sector in culture and measures that are or not existing for their improvement), descriptive (to point out how important is the role of director of public cultural institution).

Case study, we have used as a method of empirical research, in combination with several different (quantitatively and qualitatively) techniques: questionnaire, interview with director (questionnaire one on one with open and closed questions), analysis of documentations, programmes and archive of the institution, in order to collect data, evaluate, to make short strategic analysis of institution. After that was done, it was possible to prove or disprove assumption of thesis, to make evaluation of current situation in the institution and to provide specific recommendations for the further professional development of employees.

HUMAN RESOURCE MANAGEMENT IN THEORY AND PRACTICE

Historical evolution of human resource management

By giving an overview on historical evaluation on human resource management, we want to point out its importance for functioning of all public institutions, where exception are not cultural institution in Serbia.

One can analyze the historical trends of the HR function from different viewpoints: the evolution of HRM as a professional and scientific discipline, as an aid to management, as a political and economic conflict between management and employees, and as a growing movement of employee involvement influenced by developments in organizational and social psychology.

This historical analysis will demonstrate the growing importance of employees from being just one of the means of production in the 20th-century industrial economy to being a key source of sustainable competitive advantage in the 21st-century knowledge economy. We will examine the evolution of HRM since the early 20th century. In addition, this historical analysis will show how the role of HRM in the institution has changed over time from primarily being concerned with routine **transactional HR** activities to dealing with complex transformational ones.

Transactional activities are the routine bookkeeping tasks—for example, changing an employee’s home address or health care provider— whereas transformational activities are those actions of an organization that “add value” to the consumption of the firm’s product or service. An example of a **transformational HR** activity would be a training program of employees regarding lifelong learning. Thus, transformational activities increase the strategic importance and visibility of the HR function within the institution. This general change over time will become evident as we trace the historical evolution of HRM in terms of five broad phases of the historical development.

Pre–World War II

In the early 20th century and prior to World War II, the personnel function (the precursor of the term *human resource management*) was primarily involved in record keeping of employee information; in other words, it fulfilled a “caretaker” function. During this period of time, the prevailing management philosophy was called

“scientific management.”

The central thrust of scientific management was to maximize employee productivity. It was thought that there was one best way to do any work, and this best way was determined through time and motion studies that determined the most efficient use of human capabilities in the production process. Then, the work could be divided into pieces, and the number of tasks to be completed by a worker during an average workday could be computed. These findings formed the basis of piece-rate pay systems, which were seen as the most efficient way to motivate employees. At this point in history, there were very few government influences in employment relations, and thus, employment terms, practices, and conditions were left to the owners of the firm. As a result, employee abuses such as child labor and unsafe working conditions were common. Some employers set up labor welfare and administration departments to look after the interests of workers by maintaining records on health and safety as well as recording hours worked and payroll. It is interesting to note that record keeping is one of the major functions built into the design of an HR today; however, there was simply no computer technology to automate the records at this time in history. Of course, paper records were kept, and we can still see paper record HR systems in many smaller institutions today, as its the case with many of them in Serbia.

Post–World War II (1945–1960)

The mobilization and utilization of labor during the War had a great impact on the development of the personnel function. Managers realized that employee productivity and motivation had a significant impact on the profitability of the firm. The human

relations movement after the War emphasized that employees were motivated not just by money but also by social and psychological factors, such as recognition of work achievements and work norms. Due to the need for classification of large numbers of individuals in military service during the war, systematic efforts began to classify workers around occupational categories in order to improve recruitment and selection procedures. The central aspect of these classification systems was the **job description**, which listed the tasks, duties, and responsibilities of any individual who held the job in question. These job description classification systems could also be used to design appropriate compensation programs, evaluate individual employee performance, and provide a basis for termination.

Because of the abusive worker practices prior to the War, employees started forming trade unions, which played an important role in bargaining for better employment terms and conditions. There were a significant number of employment laws enacted that allowed the establishment of labor unions and defined their scope in relationship with management. Thus, personnel departments had to assume considerably more record keeping and reporting to governmental agencies. Because of these trends, the personnel department had to establish specialist divisions, such as recruitment, labor relations, training and benefits, and government relations.

With its changing and expanding role, personnel departments started keeping increasing numbers and types of employee records, and computer technology began to emerge as a possible way to store and retrieve employee information. In some cases in the defense industry, **job analysis** and classification data were inputted into computers to better understand, plan, and use employee skills against needs. For example, the U.S. Air Force conducted a thorough and systematic job analysis and classification through its Air Force Human Resources Laboratory (AFHRL), which resulted in a comprehensive occupational structure. The AFHRL collected data from thousands of airmen in jobs within the Air Force, and through the use of a computer software program called the Comprehensive Occupational Data Analysis Program (CODAP), it was able to more accurately establish a job description classification system for Air Force jobs.

Personnel departments outside the defense industry were not using computers at this time. Computers were being used for billing and inventory control, and there was very little use in the personnel function except for payroll. The payroll function was the first to be automated. Large firms began harvesting the benefits of new computer technology to keep track of employee compensation, but this function was usually outsourced to vendors since it was still extremely expensive for a firm to acquire or develop the software for payroll. It is important to realize that computer technology was just beginning to be used at this time, and it was complex and costly. With increasing legislation on employment relations and employee unionization, industrial relations became one of the main foci of the department.

Union-management bargaining over employment contracts dominated the activity of the personnel department, and these negotiations were not computer based. Record keeping was still done manually despite the growing use of computerized data processing in other departments, such as accounts and materials management. What resulted was an initial reluctance among personnel departments to acquire and use computer technology for their programs.

Social issues era (1963-1980)

This period witnessed an unprecedented increase in the amount of labor legislation that governed various parts of the employment relationship, such as prohibition of discriminatory practices, occupational health and safety, retirement benefits, and tax regulation. As a result, the personnel department was burdened with the additional responsibility of legislative compliance that required collection, analysis, and reporting of voluminous data to statutory authorities. For example, to demonstrate that there was no unfair discrimination in employment practices, data pertaining to *all* employment functions, such as recruitment, training, compensation, and benefits, had to be diligently collected, analyzed, and stored. To avoid the threat of punitive damages for noncompliance, it was necessary to ensure that the data were comprehensive, accurate, and up-to-date, which made it essential to automate the data collection, analysis, and report generation process.

It was about this time that personnel departments were beginning to be called Human Resources Departments and the field of human resource management was born. The increasing need to be in compliance with numerous employee protection legislations or suffer significant monetary penalties made senior managers aware of the importance of the HRM function. In other words, effective and correct practices in HRM were starting to affect the “bottom line” of the firms, so there was a significant growth of HR departments, and computer technology had advanced to the point where it was beginning to be used. As a result, there was an increasing demand for HR departments to adopt computer technology to process employee information more effectively and efficiently. This trend resulted in an explosion in the number of vendors who could assist HR departments in automating their programs in terms of both hardware and software.

Simultaneously, computer technology was evolving, and delivering better productivity at lower costs. These technology developments and increased vendor activity led to the development of a comprehensive management information system (MIS) for HRM. The decreasing costs of computer technology versus the increasing costs of employee compensation and benefits made acquisition of computer-based HR systems a necessary business decision. However, the personnel departments were still slow in adopting computer technology, even though it was inexpensive relative to the power it could deliver for the storage and retrieval of employee information in MIS reports. So, the major issue at this time in the historical development of HRIS was not the need or capabilities of technology but how to best implement it.

Another factor was the booming economy in most industrialized countries. As a result, employee trade unions successfully bargained for better employment terms, such as health care and retirement benefits. As a result, labor costs increased, which put pressure on personnel managers to justify cost increases against productivity improvements.

With the increased emphasis on employee participation and empowerment, the personnel function transformed into a “protector” rather than a “caretaker” function, shifting the focus away from maintenance to development of employees. Thus, the

breadth and depth of HRM functions expanded, necessitating the need for strategic thinking and better delivery of HR services.

Cost-Effectiveness Era (1980 to the Early 1990s)

With increasing competition from emerging European and Asian economies, U.S. And other multinational firms increased their focus on cost reduction through automation and other productivity improvement measures. As regards HRM, the increased administrative burden intensified the need to fulfill a growing number of legislative requirements, while the overall functional focus shifted from employee administration to employee development and involvement. To improve effectiveness and efficiency in service delivery, through cost reduction and value-added services, the HR departments came under pressure to harness technology that was becoming cheaper and more powerful.

In addition, there was a growing realization within management that people costs were a very significant part of their budgets. Some companies estimated that personnel costs were as high as 80% of their operating costs. As a result, there was a growing demand on the HRM function to cost justify their employee programs and services. In one of the first books to address this growing need to cost justify the HRM function, Cascio (1984) indicated that the language of business is dollars and cents and HR managers need to realize this fact. In a later edition of his book, Cascio (1991) quotes Jacques Fitz-Enz (1980), who more accurately states the need for HRM to cost justify their function: Few human resources managers—even the most energetic—take the time to analyse the return on the corporation’s personnel dollar. We feel we aren’t valued in our own organizations, that we can’t get the resources we need. We complain that management won’t buy our proposals and wonder why our advice is so often ignored until the crisis stage. But the human resources manager seldom stands back to look at the total business and ask: Why am I at the bottom looking up? The answer is painfully apparent. We don’t act like business managers—like entrepreneurs whose business happens to be people. (p. 41)

Even small and medium firms could afford computer-based HR systems that were run by increasingly user friendly microcomputers, and could be shown to be costeffective. The prevailing management thinking regarding the use of computers in HR was not a reduction in the number of employees needed in HR departments but that their activities and time could be shifted from the transactional record keeping to more transformational activities that would add value to the organization. This change in the function of HRM could then be clearly measured in terms of cost-benefit ratios to the “bottom line” of the company.

Technological Advancement Era and Emergence of Strategic HRM (1990 to Present)

The economic landscape underwent radical changes throughout the 1990s with increasing globalization, technological breakthroughs (particularly Internet-enabled Web services), and hypercompetition. Business process reengineering exercises became more common and frequent, with several initiatives, such as right sizing of employee numbers, reducing the layers of management, reducing the bureaucracy of organizational structures, autonomous work teams, and **outsourcing**.

Firms today realize that innovative and creative employees who hold the key to organizational knowledge provide a sustainable competitive advantage because unlike other resources, intellectual capital is difficult to imitate by competitors. Accordingly, the people management function has become strategic in its importance and outlook and is geared to attract, retain, and engage talent. These developments have led to the creation of the HR or workforce scorecard (Becker, Huselid, & Ulrich, 2001; Huselid, Becker, & Beatty, 2005) as well as added emphasis on the return on investment (ROI) of the HR function and its programs (Cascio, 2000; Fitz-Enz, 2000, 2002).

The increased use of technology and the changed focus of the HRM function as adding value to the organization's product or service led to the emergence of the HR department as a strategic partner. With the growing importance and recognition of people and people management in contemporary organizations, **strategic HRM (SHRM)** has become critically important in management thinking and practice. SHRM derives its theoretical significance from the resource-based view of the firm that treats **human capital** as a strategic asset and a competitive advantage in improving organizational performance (Becker & Huselid, 2006).

Reflecting the systems view, Becker and Huselid (2006, p. 899) stress the importance of HR structure—that is, the “systems, practices, competencies, and employee performance behaviors that reflect the development and management of the firm's strategic human capital”—for organizational performance. Context is a crucial element in SHRM, and therefore, researchers increasingly emphasize the “best-fit” approach to SHRM as opposed to the “best-practice” approach. The success of SHRM is contingent on several factors, such as national and organizational culture, size, industry type, occupational category, and business strategy. Accordingly, Becker and Huselid (2006) argued that “it is the fit between the HR architecture and the **strategic capabilities and business processes that implement strategy that is the basis of HR's** contribution to competitive advantage” (p. 899).

A good example of the importance of HR and the information provided by an HRIS can be found in the human resources planning (HRP) function. HRP is primarily concerned with forecasting the need for additional employees in the future and the availability of those employees either inside or external to the institution. A good example is when a institution is considering a strategic decision to expand by establishing a production facility. Using the information recorded and analyzed in the HRIS, HRP can provide estimates of whether or not there are enough people available in the external labor market of the new location to staff the new facility. Thus, the availability of potential employees in the labor market may be critical to the strategic decision to build the new facility, and this, of course, could involve a lots or resiuces. Therefore, in determining the strategic fit between technology and HR, it is not the strategy per se that leads to competitive advantage but rather how

well it is “implemented,” taking into account the environmental realities that can be unique to each organization and, indeed, between units and functions of the organization.

Objectives of human resource management

According to Scott, Clothier and Spriegal, —The objectives of Human Resource Management, in an organisation, is to obtain maximum individual development, desirable working relationships between employers and employees and employees and employees, and to affect the moulding of human resources as contrasted with physical resources. The basic objective of human resource management is to contribute to the realisation of the organisational goals. However, the specific objectives of human resource management are as follows :

- To establish and maintain an adequate organisational structure of relationship among all the members of an organisation by dividing of organisation tasks into functions, positions and jobs, and by defining clearly the responsibility, accountability, authority for each job and its relation with other jobs in the organisation
- To generate maximum development of human resources within the organisation by offering opportunities for advancement to employees through training and education
- To ensure respect for human beings by providing various services and welfare facilities to the personnel
- To ensure reconciliation of individual/group goals with those of the organisation in such a manner that the personnel feel a sense of commitment and loyalty towards it

- To identify and satisfy the needs of individuals by offering various monetary and non-monetary rewards
- To ensure effective utilisation of human resources, all other organisational resources will be efficiently utilised by the human resources

In order to achieve the above objectives, human resource management undertakes the following activities :

- Human Resource Planning, i.e., determining the number and kinds of personnel required to fill various positions in the organisation
- Recruitment, selection and placement of personnel, i.e., employment function
- Training and development of employees for their efficient performance and growth
- Appraisal of performance of employees and taking corrective steps such as transfer from one job to another
- Motivation of workforce by providing financial incentives and avenues of promotion
- Remuneration of employees. The employees must be given sufficient wages and fringe benefits to achieve higher standard of living and to motivate them to show higher productivity
- Social security and welfare of employees

Functions of human resource management

The main functions of human resource management are classified into two categories: Managerial Functions and Operative Functions.

Managerial functions

Following are the managerial functions of Human Resources Management:

Planning : The planning function of human resource department pertains to the steps taken in determining in advance personnel requirements, personnel programmes, policies etc. After determining how many and what type of people are required, a personnel manager has to devise ways and means to motivate them.

Organisation : Under organisation, the human resource manager has to organise the operative functions by designing structure of relationship among jobs, personnel and physical factors in such a way so as to have maximum contribution towards organisational objectives. In this way a personnel manager performs following functions : (a) preparation of task force; (b) allocation of work to individuals; (c) integration of the efforts of the task force; (d) coordination of work of individual with that of the department.

Directing : Directing is concerned with initiation of organised action and stimulating the people to work. The personnel manager directs the activities of people of the organisation to get its function performed properly. A personnel manager guides and motivates the staff of the organisation to follow the path laid down in advance.

Controlling : It provides basic data for establishing standards, makes job analysis and performance appraisal, etc. All these techniques assist in effective control of the qualities, time and efforts of workers.

Operative Functions : The following are the Operative Functions of Human Resource Management

Procurement of Personnel : It is concerned with the obtaining of the proper kind and number of personnel necessary to accomplish organisation goals. It deals specifically with such subjects as the determination of manpower requirements, their recruitment, selecting, placement and orientation, etc.

Development of Personnel : Development has to do with the increase through training, skill that is necessary for proper job performance. In this process various techniques of training are used to develop the employees. Framing a sound promotion policy, determination of the basis of promotion and making performance appraisal are the elements of personnel development function.

Compensation to Personnel : Compensation means determination of adequate and equitable remuneration of personnel for their contribution to organisation objectives. To determine the monetary compensation for various jobs is one of the most difficult and important function of the personnel management. A number of decisions are taken into the function, viz., job-evaluation, remuneration, policy, incentive and premium plans, bonus policy and co-partnership, etc. It also assists the organisation for adopting the suitable wages and salaries, policy and payment of wages and salaries in right time.

Maintaining Good Relation : Human Resource Management covers a wide field. It is intended to reduce strifes, promote peace among colleagues, provide fair deal to workers and establish democracy in the workplace. If the personnel manager is unable to make harmonious relations between management and labour unrest will take place and days will be lost. If labour management relations are not good the

moral and physical condition of the employee will suffer, and it will be a loss to an organisation. Therefore, the personnel manager must create harmonious relations with the help of sufficient communication system.

Record Keeping : In record-keeping the personnel manager collects and maintains information concerned with the staff of the organisation. It is essential for every organisation because it assists the management in decision making such as in promotions.

Personnel Planning and Evaluation : Under this system different type of activities are evaluated such as evaluation of performance, personnel policy of an organisation and its practices, personnel audit, morale, survey and performance appraisal, etc.

Importance of human resource management

Human Resource Management has a place of great importance. According to Peter F. Drucker, —The proper or improper use of the different factors of production depend on the wishes of the human resources. Hence, besides other resources human resources need more development. Human resources can increase cooperation but it needs proper and efficient management to guide it.

Importance of personnel management is in reality the importance of labour functions of personnel department which are indispensable to the management activity itself. Because of the following reasons human resource management holds a place of importance.

1. It helps management in the preparation adoption and continuing evolution of personnel programmes and policies.

2. It supplies skilled workers through scientific selection process.
3. It ensures maximum benefit out of the expenditure on training and development and appreciates the human assets.
4. It prepares workers according to the changing needs of industry and environment.
5. It motivates workers and upgrades them so as to enable them to accomplish the organisation goals.
6. Through innovation and experimentation in the fields of personnel, it helps in reducing costs and helps in increasing productivity.
7. It contributes a lot in restoring the harmony and healthy employer-employee relations.
8. It establishes mechanism for the administration of personnel services that are delegated to the personnel department

Thus, the role of human resource management is very important in an organisation and it should not be undermined especially in large scale enterprises. It is the key to the whole organisation and related to all other activities of the management i.e., marketing, production, finance etc.

Human Resource Management is concerned with the managing people as an organizational resources rather than as factors of production. It involves a system to be followed in business firm to recruit, select, hire, train and develop human assets. It is concerned with the people dimension of an organization. The attainment of organizational objectives depends, to a great extent, on the way in which people are recruited, developed and utilized by the management. Therefore, proper co-ordination of human efforts and effective utilisation of human and others material

resources is necessary.

It is important to point out that it's not enough that a human resource person has command-over the language, which, however, remains his primary tool. He should be deeply interested in learning and also in achieving growth. Basically, human beings like to grow and realise their full potential. In order to harmonise the growth of individuals with that of the organisation, a personnel administrator must not only provide opportunities for his employees to learn, get the required training and assimilate new ideas but also he himself should be a teacher. A personnel person who simply pushes files and attends labour courts for conciliation purposes and other rituals of legal procedure for the settlement of disputes is not a personnel administrator of the future.

THE PROCESS OF LEARNING AND DEVELOPMENT WITHIN INSTITUTION

A learning organization was described by Senge (1990: 3), who originated the idea, as one „where people continually wxpand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where are people continually learning how to learn together“. Firther definitions of a learning organization were provided by Wick and Leon (1995:299), who stated that it was not that „continually improves by rapidly creating and refering the capabilities required for future suces“, and by Pedler (1997: 3), who reffered to it as an organization that „facilitates the learning of all its members and continually transforms itself“.

Approaches to learning and development

Lifelong learning is the "lifelong, voluntary, and self-motivated" pursuit of knowledge for either personal or professional reasons. As such, it not only enhances social inclusion, active citizenship and personal development, but also competitiveness and employability. The term

recognises that learning is not confined to childhood or the classroom, but takes place throughout life and in a range of situations. During the last fifty years, constant scientific and technological innovation and change has had a profound effect on learning needs and styles. Learning can no longer be divided into a place and time to acquire knowledge (school) and a place and time to apply the knowledge acquired (the workplace). Instead, learning can be seen as something that takes place on an on-going basis from our daily interactions with others and with the world around us. Lifelong learning is being recognized by traditional higher education institutions as valid in addition to degree attainment. Some learning is accomplished in segments or interest categories and can still be valuable to the individual and community. The economic impact of educational institutions at all levels will continue to be significant into the future as formal courses of study continue and interest-based subjects are pursued. The institutions produce educated citizens who buy goods and services in the community and the education facilities and personnel generate economic activity during the operations and institutional activities. Similar to health facilities, educational institutions are among the top employers in many cities and towns of the world. Whether brick-and-mortar institutions or on-line schools, there is a great economic impact worldwide from learning, including lifelong learning, for all age groups. The lifelong learners, including persons with academic or professional credentials, tend to find higher-paying occupations, leaving monetary, cultural, and entrepreneurial impressions on communities, according to educator Cassandra B. Whyte.

Although the term is widely used in a variety of contexts its meaning is often unclear. There are several established contexts for lifelong learning beyond traditional "brick and mortar" schooling:

- Home schooling where this involves learning to learn or the development of informal learning patterns
- Adult education or the acquisition of formal qualifications or work and leisure skills later in life
- Continuing education which often describes extension or not-for-credit courses offered by higher education institutions

- Knowledge work which includes professional development and on-the-job training
- Personal learning environments or self-directed learning using a range of sources and tools including online applications

E-learning is available at most colleges and universities or to individuals learning independently.

Learning and development takes place mainly in the workplace. As far as possible, the emphasis is on self-directed learning. It can use coaching, mentoring and e-learning. Additionally, it can involve planned professional development activities and be supplemented but not replaced by formal training, which involves the delivery of training events and programmes. Its effectiveness is increased by joining up different methods of learning and development. Approaches to learning and development are underpinned by theories on how individuals learn and concept of organizational learning.

Role profiles, which are either generic (covering a range of similar jobs) or individual (role-specific), can include statements of the competencies required. These are used to assess the levels of competency achieved by individuals and so identify their learning and development needs. Learning events can be based on competency analysis related to and organization's framework.

Personal development planning is carried out by individuals with guidance, encouragement and help from their managers as required. A personal development plan sets out the actions people propose to take learn and to develop themselves. They take responsibility for formulating and implementing the plan but they receive support from the organization and their managers in doing so. The purpose is to provide what Tamkin (1995) called a 'self-organized learning framework'. Therefore,

we can prove our specific hypothesis that employees of Jugokonzert have capacity to participate in designing of programme for personal development, as as that they recognize the need for lifelong learning within institution.

Individual learning compromises compromises the processes and programmes used to ensure that individual employees acquire and develop new skills, knowledge, capabilities, behaviours and attitudes required to perform their roles effectively and to develop their potential. The individual learning strategies according to Tamkin 'are driven by its human resource requirements, the latter being expressed in terms of the sort of skills and behaviours that will be required to achieve organizations goals'. The strategies should cover:

- how learning need will be identified
- the role of self-managed learning
- the facilitation of workplace learning
- the support that should be provided to the individual learning in the form of guidance , learning resource centres and internal or external training programmes and course

According to Reynolds (2004: 67), there are required steps that has to be taken in order to create learning culture within organization:

1. To develop and share the vision – believe in desired and emergigng future
2. To empower the employees – provide the 'supported autonomy', freedom for employees to manage their own work, within certain boundaries (policies and expected behaviours) but with support available if required. Adopt a facilitative style of management in which the responsibility for decision making is ceded as far as possible to employees
3. Provide employees with a supportive learning environment where learning

capabilities can be discovered and applied

4. Use coaching techniques to draw out the talent of others by encouraging employees to identify options and seek their own solution for the problems
5. Guide employees through their work challenges and provide them with time, resources and feedback

Organizational learning strategies aim to improve organizational effectiveness through the development and acquisition of knowledge, understanding, insight, techniques and practice. This is in accordance with one of the basic principles of HRM, namely that it is necessary to invest in people in order to develop the human capital required by the organization and to increase its stock of knowledge and skills. As stated by Ehrenberg and Smith (1994: 279), human capital theory indicates that: „The knowledge and skills a worker has – which comes from education and training, including the training that experience brings – generate productive capital“.

E-learning

The goal of e-learning in the 21st century is to provide a framework for understanding the application of e-learning in higher education. E-learning is viewed as a learning facilitated on-line through network technologies, including components of face-to-face educational experiences. Various authors have described the growth of e-learning as explosive, unprecedented, amazing and disruptive. In fact, there are those who argue that we are experiencing a revolution in higher education. Others suggest that e-learning technology is unique (Harasim, 1989) and represent a new era of distance education (Garrison, 1997). Regardless of rhetoric, what has changed is the 'speed and power of communication and the expanded capacity to send, receive and use information (Ikenberry 1999, p.57) and the capacity to bridge time and space for educational purposes.

While lifelong learning has become an imperative, and communications technologies

are transforming higher education, in most instances „the revolution proceeds without any clear vision or master plan“ (Ikenberry 1999:58). Considering the massive adoption of e-learning, what is surprising and cause for concern is that we know so little about the use of this medium to facilitate learning (Gilbert, 2000). To date, published researches and guides consist innumerable case studies and personal descriptions and prescriptions but little in the way of rigorous, research-based constructs that lead to an in-depth understanding of e-learning in higher education.

Considering the ubiquity of e-learning, and the enormous opportunities and risks that it present for higher education, we need more than a fragmented approach to studying and understanding this phenomenon. Is e-learning to be used simply to enhance inherently deficient existing practices (e.g., lecturing)? Or does this technology have the potential too transform the educational transaction towards the ideal of a community of inquiry?

E-learning is formally defined as electronically mediated asynchronous and synchronous communication for the purpose of constructing and confirming knowledge. The technological foundation of e-learning is the Internet and associated communication technologies. Beyond the general description of e-learning, the two primary applications that constitute e-learning are on-line and blended learning. Fully online learning is a form of distance education that had its genesis apart from mainstream distance education. However, because of its interactive nature, online learning is very different from traditional distance education with its historical focus on content delivery and independent learning. On the other hand blended learning is the most prevalent form of e-learning in traditional higher education institutions. E-learning in the context of blended learning has shifted the thinkings of educators in higher education in terms of transformative course and program redesign.

As alluded to previously, e-learning is not an industrialized form of distance education. E-learning in higher education is first and foremost about providing a quality educational experience. While e-learning has an element of distance education, it has evolved from a different field of theory and practice. Distance has become but a relatively minor structural constraint in providing a quality, highly interactive learning experience. E-learning represents a true paradigm shift with regard to distance education. It represents the shift from ideal of

autonomy and the industrial production of prepackaged study materials characteristics of mainstream distance education. E-learning represents a distinct educational branch with its roots in computer conferencing and collaborative constructivist approaches to learning.

This shift in pedagogical assumptions and approaches reflected in the theory in practice of e-learning is a new era of distance education. E-learning in the form of online learning represents the post-industrial era of distance education marked by a return to craft model of design in context-specific collaborative educational experiences (Garrison & Cleveland – Innes 2010). Online learning integrates independence with interaction (connectivity) that overcomes time and space constraints in a way that emulates the values of higher education. In particular, online learning goes beyond the technology and tools to access information. The focus is shifted to the educational transaction in a form of virtual community of learners sustainable across time (Garrison, 2009).

At the same time, e-learning to be fully integrated in the mainstream of higher education and further professional development, we must not undermine or discount the enormous value of face to face educational experience. E-learning should not be seen as replacing these experiences. Nor, should we however, ignore or resist the obvious advantages of e-learning technologies to access information and sustain educational discourse. The integration of e-learning technologies should not be seen as creating winners and losers. The power of blending online and face to face experiences is that it respects the distinct advantages and preferences associated with the face to face learning communities, while recognizing and integrating the enormous strengths of online learning to provide sustained, rigorous discourse.

E-learning is not simply another technological innovation that fundamentally has little impact on the educational experience. With the power of the WWW, the teaching and learning transaction is exposed to unfathomable amounts of information. E-learning is an open system that blends access to information and purposeful communication into a dynamic and intellectually challenging learning community. E-learning transforms education in ways that extend beyond efficient delivery or entertainment value. It is not issue of access to information but the connection to others that distinguishes e-learning from both conventional face to face or distance education. Surfing the internet is not an educational experience, any more than wandering through a library is, and it is disingenuous to acknowledge it is

anything more than informal learning.

Not long ago, the provision of increased learner independence in terms of space and time meant a corresponding loss of collaboration and increased isolation. Independence and interaction were inherently contradictory in an educational context – more of one meant less to other. The transformational power of e-learning goes to the heart of the issue. E-learning has the potential to fully integrate the benefits of personal freedom with connectivity (belonging to a purposeful group of learners). From an educational perspective the 'e' in e-learning stands for more than electronic. It can also stand for extending and enhancing the learning experience. It is how we take advantage of e-learning's educational properties and potential that is of greatest interest.

Public cultural institutions in Serbia have to realize the potentials of e-learning as an open, but cohesive system. Education is about ideas, not isolated bits of information. E-learning's transformative power and capacity to add value is based upon better ways to make sense of the access to unbelievable amounts of information that can be used in public cultural institutions for further professional development of employees.

PUBLIC SECTOR IN CULTURE OF REPUBLIC OF SERBIA

Socio-historical context and legal financial framework of functioning of public sector in culture of Republic of Serbia

At the end of 1980, Serbia has, in the moment when Slobodan Milošević came to power in 1989, entered a pre-transitional period, while the period of serious transitional changes began only at the beginning of the new century, after the democratic changes took place in 2000. After coming out of the period of communism, which is characterized by several different phases of development (period of strong centralization of cultural policy after the World War II, trend of democratization and modernization of culture during the fifties, transition to self-management at the beginning of seventies), in the Ex-Yugoslavia the time between 1981 and 1992, can be called “period of liberal cultural policy (strategy of privatisation), but also the period of revival of nationalism in culture” (Đukić, 2010:190). Then,

unlike of most states of the former southeastern block, who entered the period of transition from totalitarian to democratic systems of functioning, then SFRJ entered the period of desintegration and the separation of the six republics, with great political changes, accrued intolerance between them, war destruction, collapse of economy and total (self)isolation of some of its members. After almost twenty years of “multiparty” socialism under authoritarian dominance of Slobodan Milošević, changes which had happened in the fall of 2000, initiated the beginning of transitional processes within Serbia, that led to the establishment of democratic values and systems, as the reforms that were supposed to happen at all levels of public administration.

Also, in the field of cultural policy, that period marked beginning of the establishment of a democratic cultural system and defining of new goals, as a priorities of development.

Although, the fifties, sixties and seventies of the last century in this area was characterized by development of culture and establishment of infrastructure of state institutions, great attention that was dedicated to the education of personnel in the field of culture (among other things, through the state scholarships) and the commitment of making culture available to the broader audience, by the time, the trend of expansion and establishment of public cultural institutions (for example, cultural centres, community centres, worker's and people's universities, great number of cultural and artistic societies and educational-cultural communities), began to represent excessive load on the state budget. While European countries, during the eighties were trying to deal with the problem of increased public infrastructure and administration by involvement of economy, that was increasingly becoming a partner for addition of public funding (developing a concept of multiple funding and partnership between the public and private sector, by creating a sense of social responsibility in the private sector), while SFRJ at the time moved to the „quasi-governmental“ model of cultural policy management (decentralization of funds and the delegation of decision-making process in the field of culture, as the beginning of the creation of conditions for the free exchange of work between social and production activities). Serbia has already over the next decade, dropped out of the

trends with European and world course's, since has entered a period „period of wars, that has not lead“, economic sanctions, high inflation, NATO bombing, advocacy of national values and so on.

Although, the management of cultural development was again centralized and etatised, elimination of nearly all previous achievements by adoption of undemocratic laws (Law on funds for financing culture in 1990, Law on activities of general interest in the field of culture in 1992, Law on independent performing arts or other activities in the field of culture in 1993) and various restrictive measures impoverished state budget, instrumentalization of culture, arts and media in political purposes, support for „folk“ cultural model, reduction of programs and projects, as well as lack of investments has led to the devastation of public sector and traditional organization's, where the cultural system was for decades has been. On the other hand, this was a period of development and strengthening of non-institutional independent art scene, which was mainly funded by various foreign foundations and NGO's.

At the begining of the new millenium, Serbia has crossed from totalitarian to the democratic social and state regime with developed only quasi-market system. Republic of Serbia is in last ten years, if we limit ourselves only to the immediate, economic menaing of teh word „transition“, facing with the serious message from the European Commission, World Bank, International Monetary Fund (IMF) and similar instances and organization's, that are related to the excessive, bulky and inefficient public (state) sector, resulting with the huge budget expenditures for sallaries and pensions of state officials, due to the formation of favorable environment for development of private sector, liberal economy, investment in infrastructure, etc. Proposed direction of development, should go in two paralel direction's: strengthening of private and a reform of public sector, by reducing it's size, as well as restructuring, reorganization of institutions and improvment of cost-sharing.

In order to prevent the effects of the economic crisis, that affected almost whole world at the end of 2008 and to respond to the conditions of the arrangement which was signed with IMF at the time, government of Republic of Serbia, among other things, brought the two regulations, which were related to employment and earnings

in public sector. These regulations were related to the increase of the number of employees, on any grounds till the end of 2010 and wage freeze in public sector to expiration of the same year (at the beginning of 2011, due to great pressure of union's which are active in public sector, Serbian government had to approve three increments of salaries and pensions in the current year). The government has also decided to make necessary budget savings by firing around 14.000 of employees in public sector, but exact number of those who were fired and their status is not available a few years later.

In 2009 government brought the third restrictive measure, law on the maximum number of employees in the national and local administration. Cultural organizations were exempt only of limitations related to the total number of part-time employees due to increased workload, employees under contract's agreement, on temporary and periodical contract's and those who were employed through youth and student's associations and employees on other basis. Although, the independent Serbian cultural trade union submitted a proposal, that suggested the parts of this law shall not apply to the rationalization of the employees in the field of culture, on the local level, on the grounds that the majority of institutions on the local level are funded from their own resources. However, this proposal was not accepted.

Also, on the same occasion, employees of Belgrade based theatre Atelje 212 raised their voice and signed and send the letter of protest to the prime minister of Republic of Serbia, then to the minister of culture at the time Nebojsa Bradic, as well as to the mayor of Belgrade, ombudsman and the others, with the requirement that the employees in culture should be excluded from this law, as that was the case with the employees in the field of health care, education and public institutions with the reminder that it is already, by various grounds, number of employees in the cultural institutions on the territory of Belgrade reduced from more than 2.000 to about 1.300, unlike those in the administration, that has increased several times since October 2000 (Anonim, Protest of Atelje 212 due to reduction of number of employees, Smedia (9 April 2010), available on: <http://www.smedia.rs/vesti/vest/29078/atelje-212.html> (July, 2011). According to the information which exists on web page Compedium

<http://www.culturalpolicies.net/web/countries.php?pcid=1410> (July 2012) and refers to the 2006, contribution of employees in the field of culture in the overall number of employed population in Serbia is 0,15%, and it does raise a legitimate question, whether in this field effects of action would of restrictive measures would be positive, or would be necessary and more effective to perform modeling of efficient system of financing the culture, reorganization of existing public institutions, restructuration and modernization of jobs by employing of capable entrepreneurial managers, as well as re-education and retraining of existing human resource.

Did the institutions on national and local level rationalized number of employees (by retirement of employees where the conditions for that exists) or institutions continued to pay them, now only from its own resources, what happened with fired employees, and in which sector they have found new jobs,, what are the long-term consequences and effects of this measures is a complex issue to which the answer should give the authorities of Republic of Serbia. Some researches for example shows that any savings were not made in terms of current expenditures of local self-government in 2010, due to the reduction of number of employees in administration (Avlijas S, What are the real effects of Law on maximal number of employees in local administration?, Quartal monitor number 21, Belgrade, April – Jun 2010). However, we can conclude, that the state still, along the restrictive measures that should be related to the reduction of public sector and public expenditures, doesn't have a solution what to do with redundancies, that appears after (implemented or proclaimed) rationalization in public sector (absence of positive measures and reforms which would be result of co-operation between several ministries, great number of unsuccessful privatization, stagnation of foreign investment's, lack of new work position's), how will the public sector, that after this „remain“ will activated and stimulates in the direction of more efficient and effective functioning and how to adequately create a favorable settings for development of private sector. Therefore, as a consequence we have a deeper gap that exist's between public and private sector, dissatisfaction of employees in both sector's, that is reflected in frequent strikes, low economic development and low quality of life, which make

Serbia be positioned at the bottom of economic ladder in Europe.

Although, culture is the field with the lowest number of employees and the minimum of budget expenditure's, so far the field of culture has shared the fate of the entire public sector, because it was never considered how specific is to manage cultural system, trends and postulate's of entrepreneurial management of cultural system, that are practiced in the modern world. There was no serious approach, more radical reforms, positive measures and benefits that would help to improve the situation in this field and which would help to influence the further development.

If we don't consider with more serious approach that the development in the field of culture and art's is of great importance for societies in transition, which do not cross only from one economic and market modalities to the other, but also from one value system to another and there is where the field of culture can be initiator of changes which will bring extremely positive results, as on the local, state and national level of self-government and when they begin to apply innovative organizational and economic instrument's in the design of cultural policy and continue previous praxis, since the current system is of low sustainability, as it can come to the serious threats regarding the functioning of cultural institution's in Serbia.

It was being waited, for almost eighteen years on a new Law on culture (Official gazette RS, number. 72/2009), which was brought in March of 2010. Law has established a general interest in culture, the way of its realization and carrying out cultural activities, rights and obligations and responsibilities of Republic of Serbia, autonomous province and municipalities on the local self-government in culture, and conditions for the operation of all stakeholders in culture.

Cultural development strategy of the Republic of Serbia, on which decide's National Assembly, before the Government made proposal for a period of ten years and whose development is in progress, it should consist analysis of existing condition of cultural activities and creativity, basic settings of cultural development, strategic directions and instrument's of cultural development, criteria and plan of realization, indicators and evaluation procedures. This document, among other things, should engage

activities of cultural institutions, capital investments, reconstruction, furnishing and improvement of working conditions in public institutions, planning the needs of employees in culture, their education and professional development and co-operation between sectors, which will include measures and instruments for pre-growth tax policy in culture, bilateral programs and multicultural co-operation and measures to encourage entrepreneurship in culture.

In order to ensure that the public interest in culture is achieved, also the implementation of cultural policy, as a set of goals and measures of cultural development, that is based on specific principles, under this legislation in the jurisdiction of Republic of Serbia. Autonomous province, in order to implement cultural policy on its territory, within the rights and obligations established by the Law and constitutions, and in accordance with the cultural development strategy of Republic of Serbia has the right to make decisions about program of cultural development, a right to make plans for the development of culture is also given to the local self-government.

Article 21 of this Law regulate who can perform cultural activities (cultural institution's, association's in culture and other entities in culture), below the Law is dealing with the definition of cultural institutions, its possible founders, appearance of statute, rights and obligations, ways of financing and others.

Regarding the employees in cultural institutions, Law deals with the identification of new ways of appointing of director of cultural institutions, based on previously conducted public competitions, called by the main board. Founder of institution, on the proposal of the main board, decides on who will be director of institution for a period of four years, to which he may be reappointed. Change is reflected in the fact that all candidates for the place of director are required to submit in the tender documents, among other things, program proposal for the institution and development program for the institution. In the public, however, the question is raised on what we really got with the new way of appointment of director, because the proposal to the founder are still given by main board, which in turn appoints the founder. Article 50 of this Law, which is related to the establishment of contracts on

arts and culture on the period of three years with the possibility of its extension, required additional interpretation of Ministry of Culture (Available on: <http://www.kultura.gov.rs/?p=4722>, 9 October 2009 (July 2012)), since it represents an innovation in the way of establishment of contracts in the field of culture. Although, this could be one of the incentive measures, for both the institutions and the employees in the field of culture, this is at the moment only a possibility (however, institutions are not obligated to follow this instruction), and only if this is provided by the act.

Furthermore, if it is provided by the regulation about the organization and systematization of jobs in the institution. It is not applicable also to the persons who are already performing same jobs in the institutions and have signed full-time contracts before this Law was brought.

On the other hand, the minister should determine a list of jobs in institutions, where employment may be based on up to three years, but that list until today (July 2012) is not established yet.

Fundamental rights and duties of employees in the public sector in culture of the Republic of Serbia are still regulated on the three, interrelated levels: through the Labor Law (Official Gazette RS, number 24/05, 61/05 and 54/09), the Law on Civil Servants (Official Gazette RS, number 79/2005, 81/2005 and 83/2005), that regulates general rights and obligations of all employees in the country, collective agreements, or the rules of procedures that are defining mutual rights and obligations between the group of employees and their employers and they are so-called "general acts", while on the third level is the labour contract, that is defining the relation between employee and employer. On labour relations can be established through the labour contract on full or part-time positions, personal services contracts, jobs through the youth and student associations and others. From the data in Table no. 1 can be concluded that there is a great number of employees in the public sector in culture, that is still employed through the contract for a definite or indefinite time (79%), on the second place from the table we can see that there is 16% of those who are employed part-time and the least number of employees are those who are employed through the service contract (5%).

All of this data shows that in Serbia is still actual transitional way of employment, that the countries of the European Union has long time ago surpassed.

About interest and protection of employees and esteem of collective agreement that were signed in institutions which exists in the field of culture and arts, take care representative unions (Independent cultural union in Serbia and others).

Institutions and human resource management in public sector in culture of Republic of Serbia

According to the Eurostat research (Available on: http://epp.eurostat.ec.europa.eu/cache/ITY_OFFPUB/KS-32-10-374/EN/KS-32-10-374-EN.PDF.) in 27 countries which are members of the European Union, in the field of

culture there are 3,6 million of employees, which represent about 1,7% of the total number of employees on the EU level (This number is bigger, because this data include only those who are employed in five activities in the field of culture and art's (publishing, creative industries, media, libraries, museums and archives)).

The largest share in this number have Nordic countries – Iceland, Norway, Sweden, Denmark and Finland (12,7%) and a minimum numbers of employees in the cultural field is in Portugal (0,9%), Romania (0,8%) and Turkey, which is a candidate country for membership in EU (0,4%). The share of employees who hold University degree is different from country to country. For example, in Spain 68% of employees in culture hold a university diploma, while in Malta that is the case with only 23% of employees in cultural sector.

Data vary widely among countries, when it comes to the employment contracts, also regarding the type of contract that are signed between employee and employer. In France and Slovenia part-time contracts are more frequent in the field of culture than in any other areas of economy, while is much different situation in Poland and Turkey. On the European Union level part-time employment are generally much more present in the cultural field (25%), then it is a case with overall number of employees (19%). Independant work or performance of several jobs at the same time can be viwed as one of the specific's modes of employment in the cultural sector: on the European Union level, number of those who work from home is double in this area (26%), then for the entire employees, also the percentage of those who perform several jobs at the time in the culture is larger (6% - 4%).

As for the situation in the field of human resource studies in culture in Republic of Serbia, it can be described as a very underdeveloped and unsatisfactory, considering that even a data about employees in the public cultural institutions is not collected in one place. If data exist, then it is not systematically updated over the years and the data is done only partially (statistics are kept for sevral field together). Last researches and analysis regarding the problematic in the field of personnel policy in the culture and arts are done in 1980.

Since 2000, Institute for the study of cultural development, based in Belgrade, did several times partially researches regarding the issues in personnel policy in culture and perception of situation of human resources is rated as a priority, when developing information system/sustainable database in accordance with the new technology under the name e- Culture, that should bring together information about cultural institutions in Serbia, geographical location and activities, material and human resources, legal acts, program activities and users (in this moment, on www.e-kultura.net, there are available only basic data about institutions in culture, on territory of Republic of Serbia, while the other informations are in internal base of Institute and can be ordered separately).

The statistical office of Republic of Serbia regularly twice a year (in March and September) publishes data on employees classified by earnings, education and statistics on average earnings, while in early statistical calendar of Serbia – Culture and Sport we can find a statistical data related to the field of culture. Their flaw lies in the fact that the classification of institutions is consistent with the European standards, while considering activities and that does not suit the needs.

From the point of view of human resource management they are mostly unusable, since they are related to the program content, material capacities, activities of organizations and number of users, but not any information can be found about employees. Therefore, for example in the last available Statistical book of Serbia (available on: <http://webrzs.stat.gov.rs/WebSite/Public/PageView.aspx?pKey=55>, July 2012), none of data can be found related to the employees in the field of culture and art's, although there is a data available on number of employees, their sex structure, education, average earnings and other on the level of Republic of Serbia. On the web page of Ministry of Culture and Information, except for the information about work of Ministry of Culture and links, i.e. Name of the organization that for the founder has a Ministry, there are not any data related to the employees in public sector or any other sector in culture in Republic of Serbia.

All of this information supports the fact that the issues of employees in public cultural sector in Serbia is not yet sufficiently or appropriately found in agenda, nor

the Ministry of culture, nor the Government of RS, except in the part, that is generally related to the need of cutting the number of employees in public sector.

Without the formation of special working groups or committees to deal with statistical data and the facts on the field, special measures on lifelong learning of employees, resystematization and restructuring of work places, improvement of working conditions, stimulating the private entrepreneurship and possibilities of self-employment, it can not be accessed general improvement in the culture.

Development strategy of culture of Republic of Serbia seems like a positive step that will be made in an attempt to put back culture and art from the point of development to the place where they belong in society and country as a whole. But, as long as these fields do not return to the political and economic agenda, this document and similar ones and measures that or will exist in the future, will not provide effective results and will not lead to the fundamental changes, because there will be consequences of self-implicit cultural policy, good theoretical frameworks, but without real and serious implementation in praxis.

Neither, the number of institutions which belongs to the public sector (those who have a legal status of institution and as a founder have one of the level of government), it is not possible precisely to determine either because data that is existing do not include all possible types of institutions, either because they are often joined by budget users that does not have designation of public institution of culture (cultural associations, foundations, chorus and music ensembles, associations and others). There are 23 cultural institutions whom have as a founder Republic of Serbia, while on the territory of AP Vojvodina, there are 10 cultural institutions that have as a founder province. Institute for the study of cultural development in their database e – culture has a data on 3.556 legal subjects which functions in the field of culture. If we research data on following types of institutions (archives, libraries, galleries, museums, theatres, institutes for culture, institute for protection of monuments) we can come to the number of 963 institutions, that can be summarized under the term “public cultural institution”. This data, although is the most relevant, should be taken with a reserve, since we can not see from that either this public

institution are only budget users and what is their founding act (especially important for the galleries). In the data that exists within the Republic institute for statistics and are related to the 2009, there are available figures for following public cultural institutions (there are no existing statistics for institutes and cultural centres): theatres (99), archives (38), libraries (605), museums (108), all together gives the number of 850 cultural institutions. Database of Compedium (available on: <http://www.culturalpolicies.net/web/serbia.php?aid=72> , July 2012) gives the following summary of institutions that are funded by authorities of Republic of serbia by types that are found within the our interest (it is related to the 2010): museums (97), archives (40), galleries (200), theatres (51), libraries (160), community cultural centres (196), all together gives the number of 744. It is obvious that the biggest difference while comparing last two database's exists in the number of libraries (they can be: national, scientific, experts libraries and school libraries, and because of diversity their total number often varies). During the research, we came to the data that in this moment in our country, there are around 524 cultural institutions that has a status of budget users, of which are 167 found on territory of AP Vojvodina, and 359 on territory of central Serbia, this data does not include institutions on the city level (Ibid, page 93).

If we take into account number of employees, according to the last available statement of Republic statistical institution (number 204, available on: <http://pod2.stat.gov.rs/ObjavljenePublikacije/G2011/pdf/G20111204.pdf>, July 2011) in enterprises (organizations, institutions, companies) and that are engaged in art activities, entertainment and leisure, it is employed all together 16. 294 people, which is almost 1,6% from overall number of employees in enterprises in Republic of serbia at the beginning of 2012.

From that number, most of employees have gained High school diploma (50%), with higher education there are 32% of employees, while others (elementary school, highly qualified, semi-qualified) make remaining 18%. However, this information is, although regarding the timeline most accurate, has to be taken as indicative, since in it's total number relates on three fields (art, entertainment and leisure), therefore from it we can not get correct number of those who are employed only in cultural field.

During the research, from the Insitute for cultural development (researcher Biljana Jokic), we got the table that is following statistics on employees compared to the status of workers (the way of employment) and the level of education in six types of public institutions (archives, libraries, museums, polyvalent cultural centres, theatres and insitute for protection of monuments), with a note that the data is taken from the Insitute database, which previously had a name Geocultural map of Serbia and are related to the 2011, but the comparasion with the part of data of Republicial Statistical Institute (since March 2006 and for activities of archives and libraries), shows that they are relevant. Thus, according to this data in RS, in the period of 2011, aprops 2006, in the public sector in culture were employed 12.958 employees of following educational structure: elementary school 12%, high school 43%, while those with the teritiary education is almost 45%. If we take in account that in public sector in 2006 in Serbia worked 478.000 employees, we come to tha data that the number of employees in culture in Serbia is present with the 2,7%.

In the project that was conducted by the Institute during the 2009 and 2010, under the name: Local Cultural policies (Author and coordinator of the project was Aleksandar Lazarević, available on: <http://www.zaprokul.org.rs/ArticleDetails.aspx?ID=178>, July 2011) and has for a goal to analyse current situation in culture and the way of the implementation of cultural policies in local communities in Serbia (21cities in Serbia were included, without Blegrade and Novi Sad), we can found data that there are 158 budget users (the data is not only related to the cultural institutions, but to the others users of local budget, as foundations, chorus, enssambls and others) and the number of 3.336 employees is of following educational structure: 47% with the higher education, 44% with the secondary education and 9% of employees with the elementary school.

Data from the research done in 1961, or 1966 (Majstorovic S, Cultural needs and structure of the personnel, *Culture*, number 1, Belgrade, 1969), suggests that in these years in the culture worked 1,13%, or 0,8% workers out of total number of employees. When we compare data from 2011 (that, although not determined exact number of employees in the cultural field, indicate that in the present time their participation in the overall number of employees in public sector, is far less then

2,7%), we can get the impression that Serbia, even ten years ago, even at the beginning of the second decade of the 21st century did not recognize the culture as an important field for creation of new work places, like that was the case with the huge number of national practical policies of employment, that European countries have started to implement after the European Union has in 1994 by the White Paper (White Paper is a sort of a document of European Commission, that consists proposals for future activities. In the year of 1994 in Brussels was published White Paper under the name European Social Policy – A way forward for the Union), identified culture as the field that provides opportunities for employment of more people.

Serbia in that manner is not exception among its neighbours, whereas western European countries generally employ more cultural workers than the eastern European countries (number of employees in culture in 2002 (EU 15) was 2,57%, 2005 (EU 15) 2,53%, and at the beginning of 2011 (EU 27) 1,7% (Eurostat, Cultural statistics, pg. 337)). Although in the period since 2003 until 2008 we can notice a moderate decline in the public sector in Serbia (average -4,5%), field of education and culture during those five years recorded the highest growth of 6,7% (and they were declined in 2006, because of obligation that Serbia had to the International Monetary Fund), but that can be attributed to the growth of the number of employees in education, then to those employed in culture, since there are no measures or strategies on the state or any other level for employment in the field of culture that do not exist, even in creative/cultural industries, that offers a huge potential for development (work places, economy, local communities and others).

More favorable situation within the public sector in culture is when it's analysed by level of education of employees, but only in relation to the previous years. The fact that the employees with the tertiary education in culture participate with less than 0,5% out of total number of employees within the legal persons in Serbia, suggest that in the cultural sector in Serbia qualification structure of employees is on a very low level, as a result of the absence of adequate personnel policy and “unattractiveness” of mentioned field, because of the fact that many young people with higher education degree look for employment in the other sectors. If we add the disproportionately large number of employees working on administrative and technical work places, and

a much smaller number of those working on creative and immediate activities in culture, it is clear that it is necessary for existing human resource potential to be restructured, reorganised and otherwise dispositioned, in order to make it work better and to meet the need of citizens for cultural activities and cultural interest of the country, rather than to be rationalized (to reduce or fire number of employees).

“If we have in mind that the personnel situation, strategy of education and new personnel policy, apart of reeducation and additional education, will have to include the design of specific philosophies of cultural institution, that would be turned to the investment in training of their personnel, as the creation of special funds, that each institution should have in order to provide to their personnel possibility for further education, like the clearly formulated rewards and restrictive measures of evaluation of work, rewarding system and a series of other instruments that has to be established to improve personnel policy and adjust to the new needs of culture and society as a whole (Đukić 2010: 342).

That there is a progress in public cultural institutions regarding the human resources, since they are in last twenty years faced with the unsteady and somewhat diversified ways of funding, with changed social structure in transition, entrepreneurial way of management that in front of them sets the postulates of more efficient and effective work, suggest data that during the 60' of last century in the public cultural sector in Serbia number of employees with the higher or high education varies from 13,5% (1961) to 19,3% (1966), while those who are holding a high school diploma were from 43,4% (1961) to 35,5% (1966). In the 60' educational activities in Serbia in the field of culture and arts became more specialized, and it was expanded by establishment of many study groups in various state universities, primarily on Faculty of Drama Art's in Belgrade.

Nowdays, number of employees with the tertiary education has greatly increased (from 45% to 47%), but the percentage of employees with the high school is still on the high level (43%).

It can also be discussed about beginning of long-term consequences of positive trends that have occurred, especially after 2000, by raising awareness and responsibilities of the Ministry of Culture and other important institutions and sectors (intersectorial co-operation which implies involvement of different departments in public administration, as a co-operation between public, private and civil sector) according to importance and value in the creation of a new approach to the evaluation of knowledge is needed for work in this areas of human resources in culture.

Good examples of these co-operation are visible, for example in implementation of multi-year project called “Transformer – Strengthening of institutional capacities , for management in the field of culture in Serbia”, that was launched in 2009 by Cultural Contact Point in Serbia, service for cultural operators within program Culture 2007 – 2013 (<http://www.ccp-serbia.org/>), in co-operation with the Ministry of Culture and Fond for Open Society (<http://www.fosserbia.org/>, non-governmental, non for profit organization, part of the international network of Institute for Open Society) and that includes organization of awarded scholarships, educational seminars and workshops, intended to the employees in public sector in culture, with the participation of eminent foreign and local lectures. By organizing one day seminar under the name “Fonds of EU – European perspectives of development of culture and art's) in April 2011, in the co-operation with the fond “European jobs”, secretariat for culture started also, a number of seminars and workshops that will be organized in the future, as a part of comprehensive training and education intended to the cultural workers and institutions in the area.

As one of the negative examples we can mention that Ministry of Culture and Provincial secretariat for culture has give up of realization of the project called “National programm for professional development in culture and media”.

By developing a system of lifelong learning, would be not only attained progress that cultural sector, institution's, society and the state as a whole can have. Because, by

professional development of employed personnel, we would get employees who are qualified for strategic opinion planing and operationalization in work, which would also be feeled trough the more effective and efficient results. In that way, employees will be highly motivated, if we start from the assumption that most people want to gain new knowledge and skills and continue professional development trough the whole working career. All of mentioned above can affect the development of a sense of responsibility and importance among the individual's. However, although the budgets of public institutions provide funds intended to the professional development of employees, very small, almost negligible amounts are really given for these purposes.

Regarding the average sallaries in the cultural sector, on the basis of data published by Republica Statistical Insititute for June 2011 (available on: <http://webrzs.stat.gov.rs/WebSite/repository/documents/00/00/39/48/207zp11k.pdf>)

highest earnings are 53.028,00 RSD (bruto), or 49.326,00 RSD (neto), while the avarge sallary of all employees, inculed by this statistic on employment and earnings is 54.616,00 RSD (bruto) or 39.322,00 RSD (neto). From nineteen activities that are taken into account while collecting data, art's, entertainment and leisure sector is at 11th place, according to the average sallary, while the educational sector is positioned on one place higher. In the period since 2003 to 2008, when the government signed new aggriment with the International Monetary Fund (IMF), a trend of increased in sallaries can be noticed in public sector, that has continued at the beginning of 2012, with the average annual sallary rate of 20%, within all categories in public sector, while the highest percentage of growth are recorded within the educational and cultural sector (21,3%), helath care sector and social servicies (22,6%). This growth has occured not because of specific measures for additional stimulation and motivation in these fields, but because those categories had a lowest start base (lowest average sallaries in 2003), it should be noticed that these categories are key for improvment of standard of living for society as a whole (Ilić, 2010:4).

Research on human resource management, lifelong learning of employees and work ethics in public sector in culture in Serbia

Institute for study of cultural development, was established in 1967 in Belgrade, as a referent public institution and for founder has a Republic of Serbia. Activities of the Institute are based on scientific and applied researches, analysis in the field of sociology of culture, art's and media in Serbia and abroad.

By following european trends, Institute has started by the time to deal with the issues in culture of local communities, reeducation regarding the cultural turism and the sustainable development projects. Institute represent unque database and research center in Serbia, in which untill now has realised several hundreds of projects in the field of culture and media, also has held many scientific conferences, lectures, debates and workshops. In the period since it's establishment until 1990, it was realised over 200 research projects in the field of culture, which were done for foreign and domestic purchasers and some of the topics were: employees in cultural and artistic institutions and organizations, scholarships for artist's and cultural workers, situation and issues connected to the employees in culture, programs for their further training, relation between education and occupation in culture and others (in the research: *Human resources in culture in Serbia: current situation and perspectives for development*, can be found details on the project, that are related to the issues of personnel in culture and were done in the Institute, since it's establishment and untill today). After the 1990, we had a period in our country of disruption of serious study of almost twenty years, which was for countries around the world and Europe, marked as a beginning of detailed practise of human resource management, numerous researches on further professional development of employees, work ethics, monitoring of work conditions and improvment of mentioned above in this fields.

In accordance with its long history of research projects related to the various aspects and actions in the field of of arts and culture, Institute has done in last couple of

years two researches, which can be, in specific parts, be related to the subject that we are dealing in this thesis. These projects are named:

Human resources in Serbia: current situation and perspectives of development (available on: http://www.e-kultura.net/Media/Document/ljudski_resursi_u_kulturi_srbije.pdf)

– Museums professionals and development of museum activities (Un)Used possibilities (available on: <http://www.zaprokul.org.rs/ArticleDetails.aspx?ID=220>)

Subject of research: Human resources in culture in Serbia: current situation and perspectives of development (researches Biljana Jokić, Branislav Mijatović and Slobodan Mrđa), conducted in 2008, is related to the employees attitudes about the general situation in culture and issues, needs and perspectives of personnel development in cultural institutions in Serbia. This research also examines the situation at the institutional level, further training of employees , especially focuses on satisfaction on the work place, motivation at work, and determining to which extent is important further professional development as an important motivational factor and what other factors are important for satisfaction while working and quality of performance. On that occasion, respondents were those employed in 109 cultural institutions in Belgrade, Novi Sad, Subotica, Sombor, Kragujevac, Niš, Užice, Bor and Majdanpek (all together 1.946 employees).

According to the results of this research, current situation in the cultural sector in Serbia was rated by as many as two-thirds of respondents (65%) by negative reviews, positive reviews were given by 25% of respondents, while the extremely positive reviews are rare and not make more than 1%. When we take into account factors that influenced cultural sector in previous period, we come to the general conclusion that cultural workers in Serbia are dissatisfied with the relation that society has for mentioned field. On the other hand, less than a half of respondents (44%) are moderate optimists about the situation in the sector regarding the future period, because they expect some improvements to happen. If we add to them 10% of those who are extremely optimists and “despite the extremely complex situation in

cultural sector, there is a optimism among the majority of cultural workers, which represent solid base for necessary structural changes in the sector” (Jokić, Mijatović, Mrđa 2008:22). Results, also shows that employees are indentifying ministry as a responsible actor for improvment of situation, and are followed by local self-governments, directors of institutions and employees themselves.

Even 76% of respondents considered that cultural workers are on the margins of society and almost identical percentage of respondents (77%) finds that material position of workers in culture is really on the low level. On the other hand, 68% of employees is satisfied with their jobs, although prevelent are those who gave moderately positive revivews, while those with very positive reviews make 14%. Average review gave around 20% of employees and among those who are unsatisfied are 12%. Even for one-third of respondents one of the aspects which they are most satisfied is the type of work that they are doing, followed by availability of cultural activities, communication with the colleagues, (flexible) workinh hours and job certitude, “which is probably more related to the public sector in general, then it is typical for cultural sector (ibid : 28).

Greatest dissatisfaction is within the material aspect of the work – sallary, followed by the technical equipment and the work conditions in general. Researches of the Institute project *Local cultural policies*, came to the following results (total number of surveyed is 663 employees in programm activities in 21 city around Serbia): their dissatisfaction with the situation in culture expressed 72,4% of respondents, while 27,9% respond that they are satisfied (we should have in mind that the question was related to dis/satisfaction in the field of culture on the local level). Where the opinion on earnings in cultural sector is concerned, most respondents (48,2%) considered that they are on the low level, 43,6% considered that they are average, while the 8,3% responded that they are good.

All of this data supports the general hypothesis, that the employees in public cultural sector (Jugokonzert) for further efficient and succesful functioning, it is necessary to introduce a structured system of continuing pfeessional development and are highly motivated for productive performance of work and obligation in relation to the

conditions that already exists.

More than a third of respondents in this research quotes that in their institution have already taken some measures for improvement of further training of employees. By analysis of open questions, we came to conclusion that mostly this is the case with rewards, then mentioned were measures related to the various ways of education or quality of jobs that are assigned, measures that include improvement of working conditions and working space and the introduction of modern equipment. Last on the list are the so-called psychological measures (praise and public recognition, fostering of interpersonal relationships between employees and team work, etc.). On the question that was posed to the respondents, which gave the answer that in their organization, no actions were taken for further development, why they think is a such situation, commonly cited reasons were: disinterest of the director of institution, their incompetence, inadequate organization of the institution, dominance of personal interests, neglect for employees, but also lack of funds and the issues in the field of cultural policy (absence of mechanisms and instruments that would allow additional funds). If we consider possibility professional progress, respondents mostly negatively assess that possibility within the institution (44%) or give the average of 32%, while the remaining 24% believes that opportunities for further professional development are good or even very good. Opportunity for further development was evaluated better by those with lower level of education, than those who are holding universities diploma's. To a question posed to employees in Jugokonzert, how do they evaluate possibility of further professional development positive opinion had 64%, while 27% of them had a negative opinion.

Subject of research: *Museum professionals and development of museum activities (Un)used possibilities* from 2010, museum professionals were satisfied with certain aspects of work, museum activities and interest of public for museum programmes. Research was conducted through a survey (standardised survey) that included 147 museums, professionals in 12 (out of 14 planned) museums. This research is relevant for our topic, because included a number of issues which are not relevant only for the museums, some of the results obtained in it can be used for comparison of opinions and attitudes of employees, that we got from the Institute research done in 2008, and

a survey that we conducted in Jugokonzert in 2012.

This research also showed that the number of employees who are unsatisfied with the opportunities for further development is far higher, than those who are satisfied (1,2% in regard to 17,7%), with 21,1% of those who don't have a distinct attitude, but thus they are not unsatisfied. One of the important issues within this project is the research of own professional engagement of employees. Results shows that 28,2% of professionals in national museums assesses that their expertise is not used enough. 39,9% assess that their expertise is used to the good extent, while 32,4% think that they are used to the average extent. These results are better when compared to the results of the Insitutre research, where was shown that even 50,2% of proffessionals asses that “their proffessional capacities anr not used enough” (Jokić, Mijatović, Mrđa, 2008:32). To the question of who has contributed that professional knowledge and skills are (un)used in work place to that extent, regardless of whether the own professional engagement was evaluated positivly or negativly, realtively equal number of employees this contribution attributed to themselves (39,1%) and managers of institutions (36,7%), while to the others this contribution is rare – ministry 11,7%, professional associations 6,5%, to someone else 6,0% (mostly colleagues). By the further analysis of their explanation, researches came to the conclusion that the employees are inclined to unsatisfactory level of their engagment at work, interpreted by their own influence (or absence of influence) and the management infulence, pointing out the problems in communication with them. And their proposals of the improvment, as in the case of explanation of their insufficient engagement, respondents are split between their own responsibilities and responsibilities of management: while generally expect initiative of management, others have more or less concrecte proposals that include personnel initiative. Furthermore, organisation of jobs is critisized , emphasizing the need for a greater level of freedom and responsibilities.

Therefore, we can conclude that employees consider management of institutions or director of institution, regarding that they are formaly bearer of the highest authority in public institutions, are highly important. Communication with them on daily basis, employees see as a extremely important for further professional development,

activity, productivity, additional stimulation and elimination of all demotivational factors in the workplace.

CASE STUDY: JUGOKONCERT

Belgrade City Assembly is founder of 34 cultural institutions and a founder of two public companies (Belgrade fortress and Centar “Sava”), and for their activities and programmes provides resources in whole or largely. Network of institutions is as followed: six professional theatres (Belgrade drama theatre, Jugoslav drama theatre, Atelje 212, Bitef theatre, Zvezdara theatre, Terazije theatre), four childrens theatres (Bosko Buha, Dusko Radovic, Puz and Pinokio), one institution for music and performing arts activities (Jugokonzert), eight cultural-educational institutions (Cultural center of Beograda, Children Cultural Center of Belgrade, Dom Omladine, Center for arts and education of Belgrade, Cultural Center Lazarevac, Cultural Center Mladenovac, Cultural Center Sopot, Cultural Center Rakovica and Grocka), two festival institutions (BELEF and direction of Fest), four libraries (City library, “Milutin Bojic”, “Vlada Aksentijevic”, “Dimitrije Tucovic”), five museums (City museum, Nikola Tesla museum, Museum of african art, Pedagogical museum, Automobile museum), one gallery (Belgrade Gallery), one archive (Historical archive of Belgrade) and one Institute (Institute for protection of cultural monuments). Therefore, Jugokonzert as a public cultural institution is relevant for our research.

Periodization of cultural policy of Belgrade

According to the research that was done in 2006 (Dragičević-Šešić, Mikić, Jovičić), in history of cultural policy of Belgrade (since the end of Second World War), following periods can be observed:

Agitprop period until the 1953 and negatively marked the cultural life of Belgrade. The institutions of civic culture were abolished and managers of institutions were from the political parties. In this period were established cultural institutions, that later became 'city institutions' in literally sense.

Period of establishment of new cultural institutions (1953-1960) was marked by the establishment of appropriate branch subsystems, Belgrade got its first Cultural Center (Cultural Center of Belgrade).

Period of opening up to the world (1960-1974) cosmopolitan culture was developed in Belgrade (by the strategy of internationalization). First international festivals were established (Bitef and Fest), as well as the magazines and libraries.

Period of self-interest of cultural community (1974-1985) this period was marked by the new 'ideologisation' of cultural policy.

Period of liberal cultural policy (1981-1992) and revival of nationalism in culture (strategy of privatisation). First private galleries were opened at the time, antique shops, etc.

Period of etatisation of culture during the nineties. In this period cultural policy didn't have a defined concept and priorities – relationship of the city towards institutions, lack of financial and programme planes of institutions, incompetent management body and so on. After the democratic changes took place, new Secretariat for culture noted a number of issues and inconsistencies and started a reforms on public administration in culture on the city level.

Analysis of Jugokonzert

Jugokonzert, as the public cultural institution that deals with the music and performing arts activities, was established in 1946, while 1976 Belgrade City Assembly took over founding rights. Jugokonzert has played a significant role in the

creation and promotion of music and artistic production, not only in Belgrade, but in the whole ex-Yugoslavia. Furthermore, it was a founder, co-founder or executive producer of many music festivals, organizations and institutions and specific projects. Their main focus is on promotion of local artists abroad, as well as in Serbia. Agency is introducing most interesting foreign programmes to domestic public. Jugokonzert is executive producer of Belgrade Music Festival (BEMUS), the oldest and most respected international music festival in Serbia, that has a status of cultural manifestation of great importance for Belgrade. Since 2002 BEMUS is a member of European association of festivals.

Jugokonzert cooperates with many institutions, foreign and Serbian partner organizations and agencies and is realizing in cooperation with them many projects, programmes and manifestations – BELEF, International meeting of composers, Belgrade Chello Fest, International Harp Festival. Jugokonzert is present in public as a producer of programmes in the field of international cultural co-operation. It is organizing more than 50 concerts a year in Serbia and more than ten projects on international scene, while to the Belgrade public presents more than 60 concerts a year.

Jugokonzert participates in creation of and contributes to the city cultural policy (as well as national) by creating its own cultural policy on the micro-level. More specifically, Jugokonzert is dedicated to presentation of the high quality accomplishments in the field of music and performing arts. The programmes correspond to the spirit of Belgrade, and also belong to the sphere of European culture. The sectoral activities are precisely defined, and the program is yearly based.

The director of institution is Bosko Radojković, while there are fourteen more employees: Biljana Zdravković (assistant of director), Jelena Janković (program editor-producer), Milica Kadić (program editor), Mirjana Panić (executive producer-organizer), Maja Somborac (associate for international cooperation), Jelena Lakićević (associate for performing arts activities), Simona Dašić (art manager), Petar Alempijević (organizer), Željka Lakićević (organizer of international projects), Vesna Nikolić (liquidator), Dejan Bojović (technical support), Marijana Stanković

(secretary), Dragan Popović (lawyer).

MANAGERIAL CAPACITY AND FORMULA OF THE MANAGERIAL ABILITIES

The formula is based on Adizes' methodology which starts with the identification of the four key agents (production **P**, administration **A**, entrepreneurship **E** and integration **I**) and determines the presence/absence and quality, in this case – in an institution as a whole.

The formula of managerial abilities of the Center for Music can be described as **Paei**.

Production – Jugokonzert is mainly concentrated on program production. High level of Jugokonzert productivity is clearly seen through its successful realization of annual plans (e.g. in 2011 – realization of more than 60 concerts). All the segments of Jugokonzert activities such as the productions and realization of concerts are successfully covered. These are some of the artists that performed in Belgrade in last year under the production of Jugokonzert: Petar Marić (violin), Trio Singidunum, Lp Duo (Sonja Loncar and Andrija Pavlović), Lovro Pogolerić (piano), Katarina Jovanović (soprano), Vivijan Hagner (violin), Ognjen Popović (clarinet), Bogdan Bozović (violin), Stjepko Gut (trumpet), Chorus of Croatian national television and others. In Jugokonzert production, manifestations and festivals such as Chello Fest, Harp Festival, Days of Russia were held as well in last year.

Administration – The administrative function is not on high level. The director is directly responsible for administrative part and its functioning. During the research and interviews in Jugokonzert the employees had not been able to give us the proper

documentation and paper, such as document about the history of Jugokonzert, organizational chart or papers about clear delegation of responsibilities and duties of each position in Jugokonzert. The lack of directors administration formula could be taken as the lack of the Center as a whole. On the other hand, director and other employees still keep a good control on the working plan of each year and also between employees and their duties.

Entrepreneurship – Although its early history is full of fresh and innovative ideas, the entrepreneurship function is not on the same level of development like on its establishment. They have improved existing programs, but since the Chello Fest and Harp Festival, not many new programs were introduced. However, if we summarize the results of managerial abilities, Jugokonzert e is small, but bigger than a.

Integration – Jugokonzert work environment represent not that big community with not too many employees which are there over ten or twenty years. They share the same attitudes, interests and beliefs and the working atmosphere is harmonious and interpersonal. In addition, the working spirit is like in all traditional institutions predictable and routine in some way. However, the negative side of integration element of Jugokonzert is insufficiency of competitive spirit in work team as well as the settled positions between employees in their interpersonal relations. The positive side of Jugokonzert work team and their long-lasting cooperation is the possible integration of new and young employees in existing environment in order to maintain and enhance the activities, which is very important for the institutional sustainability.

Paei – When we summarize the results, the Jugokonzert appears to be more focused on the program production then on other functions analyzed within the managerial formula. Jugokonzert needs to strengthen the administrative function with more systematic approach. Also, entrepreneurial function has to be refreshed. The big loads of production without innovation and quality marketing approach lead to institutional obsolescence. Defined administrative approach and organizational functioning, recruitment of new employees and bringing of new ideas are absolutely necessary. Trough improved elements of managerial capacity external integration could be much easier and recognizable.

Analysis of information flow

Jugokonzert is functioning through a good internal communication, as well as good interpersonal relations. Since the personnel members know each other very well (they are working together for more than ten years) and meet each other on a daily basis, the most common way to exchange the new data is through informal meetings on all levels. On the other hand, official information and announcements from the upper levels are given to the staff members in a written form, or via computer network. The internal e-mail correspondence also exists as a practice in Jugokonzert. Internal information exchange is mainly realized through the regular weekly and monthly meetings, which are needed as a means for a better communication and coordination of different programs (to adjust the time, space, financial means, etc.). In the weekly meetings the main topic are day-to-day issues, while the monthly meetings are mostly dedicated to the program discussions.

External information channels

Information and Publishing Department of the Jugokonzert does not exist. The main responsible person for PR activities is the organizer of the program. Lack of the budget for marketing is the main reason why the external information channels (towards the wide and professional public, artists and media) are not sufficiently (in some cases not at all) developed. One of the important means of external communication is the Jugokonzert website, which is daily updated (with weekly and monthly program information's). However, there is neither an option to apply to the mailing list on the Jugokonzert website, nor much additional information on Jugokonzert available in Serbian and not at all in English. The mailing list of Jugokonzert includes former and current collaborators, cultural workers, artists, regular audience, media, etc, and some of them regularly receive invitations for different programs via e-mail.

Jugokonzert provides the advertising material (textual and audio-visual) for different programs and concerts. Booklets and leaflets are distributed within Jugokonzert, and

there is no annual program newspaper. The link with the media (TV, radio stations and newspapers) are developed only for some mayor events (e.g. International Harp Festival, BEMUS) and not for the weekly or monthly programs, therefore not sufficiently nor proper. It can be said that the media space for the advertising of Jugokonzert regular activities is modest.

SWOT ANALYSIS OF JUGOKONCERT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> + Highly developed program productions + High artistic quality of programmes +The recognizability and importance of the programs in the general cultural domain + Good image of Jugokonzert within other city institutions + Providing an opportunity to young artists and performers to express their talents + Recognizability trough traditional manifestations (BEMUS, International Harp Festival, Chello Fest) + Good interpersonal relation and internal communication and inegration 	<ul style="list-style-type: none"> - No human resource department - Undeveloped fundraising activities - Inflexible process of employment and staff dismissal procedures - Lack of strategic planning - Undeveloped pricing policy - Underestimating the importance of adminisrtation especially in archiving and documentation activities - Lack of educational policy - Absence of marketing strategy, logic and adequate competence

+ Good technical equipment	
+ Awareness of the need to develop professional standards and criteria in the cultural domain	
OPPORTUNITIES	THREATS
+ Competitiveness in the Belgrade cultural sphere	- Degraded position of the cultural institutions in Serbia
+ Development of tourism in Serbia	- Inadequate laws for the cultural field
+ Cooperation with similar institutions abroad	- The economically unstable situation in the country
+ Cooperation with Tourist office of Belgrade	

Existing working conditions, relationship of employees toward lifelong learning and role of management in Jugokonzert

Applicable statut, passed in 2011, in order to comply with the new *Law on cultur*, is the basic general act that is regulating important questions of the institution. In addition to the statute, general act are rules and regulation, and other documents that are determining specific issues (systematization of workplace and other), that are currently in the process of harmonization with the proviosions of the new law. In terms of rights, obligations and responsibilitie of employees, *Labour Law* is applied and institution has a right on union organization actions. Sallaries are provided from the City of Belgrade budget and they are among the state average level regarding the employees in cultural institution, are regulary payed and their amount is transparent. However, dissatisfaction with the earnings is evident, and may be derived both from their small amount and methods of formation of sallaries. Whereas, fixed sallaries in the modern business world represent outdated model of payment. Although, since the

beginning of 2011, salaries were increased twice in public sector, criticism coming from the economists says that they are on a very high level when we compare them with average salaries in the private sector, generally low standard of living in Serbia, impacts on dissatisfaction with earnings in almost all employees in public sector in culture.

By their regular payments, municipal authorities at least, partially reduce the effect of dissatisfaction among employees, while director of institution can also do that in accordance with its powers, through bonuses and money rewards, social loans to employees, providing an opportunity for additional income and others.

On the question that was addressed to the director of institution, should employees be satisfied with working conditions, he answered: "I think that employees should have higher salaries and that is the problem, but that is cultural policy. I think that person who decides to work in culture, has to be ready for that". It is obvious that director is aware of dissatisfaction of employees by earnings and about the ways in which he can stimulate them.

General working conditions can be considered as quite satisfactory. Technical equipment of the institution and offices, clear division of workspace, pleasant environment, quality infrastructure. Survey showed that employees are very satisfied with the work environment (90%), while by the technical equipment is satisfied 10 out of 14. Same opinion share the director of institution, "I think that employees have a very good working conditions. Of course, someone need something more or less, but i think we should be objective. We have good technical equipment".

On the other hand, on the institutional level, there are no systematic and planning efforts that are invested in education and professional development of employees. Although, some of employees (those with high degree of education) are attending seminars and workshops, that happens sporadically and randomly and when do not disturb the work of institution and when it does not require large sums for the finance of such professional development of employees. In institution, no measures were taken to stimulate employees on further professional development, nor did they

receive any kind of assistance, unless legal rights they have. Likewise, one of employees. Therefore, we can support our specific hypothesis that: there is no existing system of lifelong learning and further training of employees in Jugokonzert, as well as hypothesis that: In Jugokonzert there is no adequate trained professional that meet the need of employees and offers a lifelong learning to them.

That concerns about education and training of employees is at a low level, says the data that employees answered on the question, whether the professional development and providing of literature are used as motivational techniques, as followed: option 'yes' and 'sometimes', choosed 18%, while the 'no' choose around 64%. While the educational policy is concerned as very important part of cultural policy, because it involves the acquisition of knowledge and skills in the field of management of culture, whereby the program of organizational development of cultural public institutions and organization be based on modern methods and techniques of research and analysis, marketing and public relations, creation of different source of funding and other (Đukić, 2010 :364), it is necessary that institution develop and use all available mechanisms, not only in order to support personal initiative of employees, but to develop learning environment and to plan further professional development of their employees. Because, investment in their education should not be seen as a cost, but investment in future and organizational sustainability of institution. Knowledge management is the field that has to be invested in and developed, if team members want to be skilled and capable, that will through their effective and efficient work in adequate way by the time give back to organization all invested effort and resources.

Relation of cultural policy in Serbia toward human resource management and recommendations

Public cultural institutions in Serbia are faced with changed conditions of funding and in a same time they are obligated to organize their functioning in a new and better way. Reduced funding and changed society structure that encourage entrepreneurial spirit in transition, more often set the effective and efficient conditions

for work. Efficient in a way of reduced labor costs, as well as the further financial independence, effective in a way of higher quality of service, through greater opening to the public and closer cooperation with the local environment (media, advertisers or funders). Existing cultural institutions in Serbia, to great extension are not able to implement expected changes, because they do not possess appropriate personnel, who by education and systematization would be responsible for restructural processes, and directors of institutions, as a members of main boards, often do not have appropriate managerial practices.

Although, the existing system of education is educating human resources for mentioned occupations, we can notice that they still are not on the places where they should be, by level of knowledge and abilities.

Researches that were done untill now and evaluation of national cultural policy, as the evaluation of work of public cultural institutions, without exception they all came to the same conclusion that the concept of lifelong learning designed for professionals in cultural instituts, employees in cultural/creative industries, realized through short educative courses, focused on specific topic, would represent excellent way to improve the level of education of employees, directors and members of main boards and all that without disrupting main activities or load on budgets (Pekić, 2011).

Regarding this issue in 2008, Ministry of culture in Serbia through Working group for further professional development and education in culture and in cooperation with the partners from the public and NGO sector started at the end of this year long-term training program for strategic thinking, planning, operationalization of those who are employed in cultural sector in Serbia. This project was of great importance, because it was introducing new values in the field of culture (the program was supposed to establish, for a first time, clear discontinuity with the previous period. The fact that project was supported by UNESCO, certainly meant that recognition of legitimacy of idea. Unfortunately, as we were mentioning previously in this thesis, working group

of Ministry of culture did not have support of the Ministry of culture and project was suspended just before effectively started, in spring of 2010.

Main goal of this project was:

- Working group of experts was supposed to in a period of year and a half conduct in cooperation with Ministry of Culture of Serbia national program of education, accreditation and certification in culture in media, as a lifelong learning program and further professional development of employees

Specific goals of the project were:

- To raise the level of general and specific knowledges and skills of employees in the field of media and culture, which would lead to improvement of activities of institutions

- To increase responsibility of Ministry of Culture and other important institutions such as: Universities, Institute for the study of cultural development and others in order to establish a new system that would lead to changes regarding employment and to creation of new approach in evaluation of knowledge that are needed in these fields

- Establishment of Institute for employee database in culture and media, which would lead to improvement of quality control and professional development of employees in culture

This program was supposed to run all processes and systematic changes that would lead to evaluation of personnel employed in culture and encourage other changes to take place in the field of culture, what was a long-term goal of this project. This program should become a part of organizational culture and part of cultural system in Serbia and it represent a important initiative for opening a discussions on professional development of employees and role of the country in this immediate work that has to be done.

Conceptualization of policy for development of human resources in culture implies that decision makers in accordance with goals of cultural policy should adopt specific design solutions, which would point out needs of professional qualification of employees and associates in culture (Đukić, 2011). Therefore, in that way would be possible employments, apart institutional full-time, as well as possibility of self-employment. From legal and political instruments is expected to among other things establish a legal conditions for lifelong learning of employees during the whole work lifetime. Also, standardization of tasks in the rulebooks on systematization of work places.

In the absence of that kind of cultural policy, that would encourage the application of organizational strategies, single actions and activities that are already developed or will be developed in the future, can not bring effective results. Although, from public cultural institutions is expected to develop various ways of financing, that is not case in practice, regardless that more than twenty years there is not enough funds that are allocated for not only investments in equipment of institutions, but for development of human resource management as well. It seems that public cultural institution would rather reduce programmes than develop different resources of funding, which has to be changed in order to improve conditions regarding further professional development of employees in public cultural institutions in Serbia.

CONCLUSION

When we consider all of this parameters, such as the existence of many theories on human resource management and learning techniques on the one side, and all specificities of the public sector and public institutions, that within exists on the other hand, we come to conclusion that development of human resource management in public cultural institution can be performed in two ways: from the level of

government (republic, autonomous and local) and from the institutional level. It is clear that the government through its ministry, responsible bodies and legislation can not directly affect development of human resource management, but they can and have to create optimal working conditions and by various in/directly measures impact in improving the situation in the field of culture. Results of the research done in 2008 among the employees in culture in Serbia shows that respondents identified exactly ministry as a most responsible actor for change of the current situation in this field, probably through creation of appropriate model of cultural policy and its implementation, taking certain measures for improvement of budget allocation for culture and in that period of time, adoption of the law that would enable sustainable development of the sector. On the second place there are local self-governments as founders and funders of most cultural institutions, from which probably is expected to have higher expenditures for culture on the local level, and on the third place there are directors of institutions, and on the fourth employees. After the initial enthusiasm in reforms of cultural system, after democratic changes took place in 2000, at the end of 2004 we come to period of its stagnation and share of expenditures for culture is again below 1% in republic budget. Country tried to reduce public infrastructure by transformation of ownership in creative industries (more or less successful privatisations of some local media, cinemas, newspapers companies, publishing houses), but because of lack of clear political will and interest it didn't come to good outcome, nor is it used possibility of diversification of public sources of financing of culture.

Since 2008 and beginning of world economic crisis, public resources for culture were first on the target savings in public sector, that Republic of Serbia has arranged when signing the financial agreement with International Monetary Fund. Limiting of expenditures and costs in the field of culture was done with the goal to divert the funds in other fields, that were affected seriously by negative effects of crisis and which lag could cause an escalation of great social dissatisfaction. The fact that budget expenditures still mostly goes for the salaries of employees (around 65%), to maintenance of institution around 20%, and for program activities only around 15%, and that the restrictive measures of government of Republic of Serbia taken in order

to cut public spendings and expenditures of public sector was related to the field of culture (without considering how specific is this field and reliable data on how they have been implemented and what are the real results) says in favour of that in Serbia does not exist (political and public) consciousness and will to introduce in culture principles of efficiency in activities within cultural institutions, and much less serious approach to reforming the entire system.

Since 2000 in the Ministry of culture in Serbia, there were six ministers (Branislav Lečić, Dragan Kojadinović, Voja Brajović, Nebojša Bradić and Predrag Marković and the actual minister for culture and information Bratislav Petković), which means that minister of culture in Republic of Serbia in last eleven years were changed on average two years. On the new *Law on Culture*, we have been waiting for more than 20 years and on the adaption of national *Strategy of development of culture of Republic of Serbia* didn't come not even a year since the new law was brought and Serbia is finished turbulent election period, and in the future we can not count on making of any positive and stimulate measures (laws on specific cultural activities, by-laws for regulating specific issues, measures of self-employment, adequate social and pension protection and others). Although the Law has initiated some changes (new way of choosing the director of institution and ways of employment in culture, local self-government have the power again over cultural centres, that are on territory of local community), their implementation in praxis is very slow, without evaluation of achieved results or there is no implementation at all.

Neither the effects of reform of public administration, among other fields, in the field of culture, that Serbia had to implement in the last year are not clear, because there are not exact data, nor studies were done on that topic. Interdepartmental cooperation (ministry of culture, education and science, labour and social policy and economy) is also on the very low level, although the reform of public sector, as well as creation and implementation of adequate cultural policy and strategy of their further development, has to include co-ordination and inclusion of number of state and social instances (scholarships for education and further professional development of employees, stimulative tax policy, improvement of material conditions, measures of

social protection and others).

Poor position of culture on the national level, reduced money transfers, that from the republic budget are allocated to the local self-governments, slow reforms, lack of appropriate legal framework and strategic instruments on the highest state level are reflected negatively on the possibility for improvement of working conditions in the field of culture in areas of their jurisdiction. They are represented as an obstacle for long-term planning and are blocking their further development, although they have (formal) political, legal and financial authority to manage that development.

Practice and experience of other (European) countries, showed that without good organized and conceived and effective public sector in culture there is no development in two other sectors, private and civil, and the return of culture where does belong in society and concerns of our country after twelve years, since the beginning of transitional processes, seems like a necessity, without which is impossible to think about sustainable development of this field in future.

Employees themselves in public cultural institution, during the research done in 2008, rated current situation in culture is on a very low level, expressed dissatisfaction with the attitude that society has to this field, as well as with their own material situation, but more than a half of respondents expressed optimism and hope regarding the future improvements in this field, what we can consider as a solid base for beginning of (structural and systematic) changes in public sector in culture. Furthermore, the fact that employees are not satisfied with the material aspects of their jobs, but highly satisfied for further professional development, we come to conclusion that employed personnel and existing motivation, that is not linked primarily to meet lower, material needs, represent one of important potentials for development of culture in our country, that does not have to be as the only resource, limited by negative financial, legal and political circumstances.

We come to conclusion that public cultural institution or their management have significant role as a 'link' between ministry and state, autonomous and local authorities, responsible for improvements regarding the working conditions in public sector on the one side, and employees on the other side and their motivation for further professional development and usage of their professional capacities, with a

goal to provide more productivity and efficiency on the workplace, that would reflect positively on results of functioning of institution. In that sense, directors of institution should have a 'coorrective' role as a persons that have power and authority to make positive work surrounding.

Trough analysis of Jugokonzert and their organizational structure, questioning of employees, we come to conclusion that there are not existing specific measures and structured system for lifelong learning and that is important to improve such situation. It is necessary to raise awareness of importance for development and improvment of human resourcesm despite the difficult economic situation and the fact that the budget allocation are on the low level for their further education and further professional development. Furthermore, there has to be established a clear system of job evaluation, procedures and rewarding system in order to improve and develop existing procedures and methods of human resource management.

If we consider researches that were done on further professional development and their importance, in practice there is no existing model of lifelong learning that can be applied in public cultural instituions in Serbia. We believe that only by involvement of all acters in cultural field in Serbia, which would mean government of Republic of Serbia, ministry and other relevant ministries, local governments, experts, management of cultural institutions, representative unions, as well as employees themselves, there can be established fudamentals for improvment of at the moment not satisfactory situation in the field of culture and to determine ways of their future sustainable development.

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