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TABLE OF CONTENTS

| | |
|---|-----|
| <i>Miloš Birtus, Erika Spuchťáková: Infrastructure of the Venture Capital</i> | 3 |
| <i>Štefan Cisko, Milan Vašanin: Development of Derivatives</i> | 10 |
| <i>Juraj Čiég, Pavol Kubala: The Application of Neural Networks in Corporate Governance</i> | 17 |
| <i>Veronika Frukavá: Criteria for Selection of Methods for Evaluation of Effectiveness of Investment Projects</i> | 21 |
| <i>Ladislav Halada, Jan Glasa, Lukas Valasek, Peter Weisenpacher: The Use of Fire Dynamics Simulator for Modelling Fires in Human Structures</i> | 26 |
| <i>Jana Jurková: Marketing and Consumer's Behaviour in Context of University Education</i> | 35 |
| <i>Rastislav Kazanský: The Security Policy - Cooperation of Actors</i> | 39 |
| <i>Tomáš Kliččík, Petra Solárová: Companies Multicriterial Benchmark on the Basis of the Indicators of the Financial Analysis</i> | 45 |
| <i>Tomáš Kliččík, Daniel Zilovec: Corporate Metrics and Risk</i> | 50 |
| <i>Marcela Korenková: Approaches of Managers to the Solving the Conflicts at the Place of Work</i> | 55 |
| <i>Andrea Majlingová, Zuzana Verbová, Mikuláš Monoš: Analysis of Presov Town Related to the Potential Hazard and its Impact</i> | 60 |
| <i>Štefan Markulík, Marek Šolc, Lukáš Kamenický: Business Continuity Planning in Crisis Situations</i> .. | 67 |
| <i>Mikuláš Monoš, Jozef Svetlík: Fires of Personal Cars in Underground Car Parks and Precautions for Loss Elimination</i> | 71 |
| <i>Vladimír Mizer, Anton Osvála: Recommended Features of Documentation for Fire-Engineered Design Submissions</i> | 74 |
| <i>Jaroslav Oberuč, Gabriela Sláviková: Human Resources Management is the Key for the Achievement of the Basic Conditions for the Successful Organization Operation</i> | 77 |
| <i>Lukáš Pavelček: Networking in the Health Center of Trnava</i> | 80 |
| <i>Jana Pešoutová: Selected Aspects of International Legal Assistance</i> | 82 |
| <i>Karel Schelle, Ilona Schellonová: Czech Insolvency Law after Updating</i> | 84 |
| <i>Erika Spuchťáková, Miloš Birtus: Fuzzy Logic Control in Finance</i> | 87 |
| <i>Katarína Štrbac, Milovan Subotić, Branislav Milosavljević: Extremist Trends in the Western Balkans and the Republic of Serbia</i> | 92 |
| <i>Juraj Tomlain: Factors Related to Marketing Strategies of Enterprises in the Czech Republic</i> | 98 |
| <i>Ivana Tureková, Zuzana Turnová, Jozef Harangozo: Autonomous Alert and Warning Systems of Population</i> | 101 |
| <i>Ivan Uher, Milena Pullmannová Šteflová: Listening and Perception of Others</i> | 106 |
| <i>Katarína Valášková: Basic Concept of Fuzzy Logic and Fuzzy Sets and Their Practical Application</i> .. | 109 |
| <i>Milan Vašanin, Štefan Cisko: Prediction of a the Risk of the Businesses Using Logistic Regression</i> .. | 114 |
| <i>Milan Vošta, Josef Abrahám: Clusters as Instruments of Regional Competitiveness in the Czech Republic</i> .. | 120 |

LE&M

JOURNAL ON LAW, ECONOMY AND MANAGEMENT

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Issued twice a year.

Printed in the EU.

ISSN 2048-4186

EDITORIAL

The turn of the centuries, even millennia, a time of unprecedented globalization of today's world, military-strategic, economic, political, and cultural information. Current theories of law, economics and management are required to respond to a wide-ranging challenges of globalization. The answers to the challenges of civilization are sought in close cooperation, because today, as never before, law issues, management and economics are closely intertwined with issues of morality and justice, freedom and responsibility of man, the third company millennium. Today's situation is unique in that there is an accumulation of many changes and critical phenomena in all three areas, and nobody knows to predict their cumulative impact. Although the main issue of these days is financial system crisis, this will certainly impact other sectors of the economy, law and consequently the management. That is why the magazine monitors historical as well as current events in law, economics and management in form of expertise together with practical examples. The journal thus provides a comprehensive methodology that can be applied both in simple as well as in most complex cases which experts from scientific research and educational institutions, as well as managers, economists and lawyers in their daily practice can meet.

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The aim of the journal LE&M is to render the publication of

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Since Eastern european development agency n.o. is a non-profitable organization, there would be no payment for manuscripts published in the JOURNAL ON LAW, ECONOMY AND MANAGEMENT.

Extremist Trends in the Western Balkans and the Republic of Serbia

Katarina Štrbac, Milovan Subotić, Branislav Milosavljević¹

Abstract

By decomposing the context of importance of a clear determination of the syntagma "Western Balkans" and its main characteristics, as well as by clearly determining the definition of extremism, the authors analyze extremist circumstances in countries of the Western Balkans, using the example of Croatia, Bosnia and Herzegovina and, especially Serbia. Recognizing the similarities and differences between the types and manners of organizing of extremist groups in these countries, as well as the nuances of the variability of conditions conducive to this type of political violence, the conclusion is that extremism in itself, and especially as a precondition for potential terrorist "acts", is a serious source of insecurity in the region and a barrier for inclusion into modern European trends.

Key words: Extremism, defining, prevention, Western Balkans

Introduction

The violent phase of disintegration of SFR Yugoslavia ended in the 1990-ies, leaving in its wake numerous victims and mass destruction. The agenda switched to reconstruction and the building of (lasting) peace, with a tendency to convert the "Western Balkans" into a stable region of Europe. Bearing in mind the character of problems in this region, the scars left behind by the conflicts, as well as the existing potential for conflict, it is indispensable to reinvestigate the premises of regional progress, especially in view of the barriers limiting it.

Extremism, as a phenomenon only in recent years reaching the pedestal of importance for understanding conflicts of various scopes, is becoming one of the most important topics in the "turbulent" area of the "Western Balkans". Specificities of the region have in a striking manner conditioned the escalation of extremist thinking and acting.

In almost any modern society, extremism is regarded as an undesirable form of political thinking and acting. Every type of extremism is characterized by an aggressive approach accompanied by a lack or complete absence of tolerance, very often characterized also by acting in the name of so-called "exalted goals". Thus, extremists always perceive themselves as the only true guardians of their collectivity, and a barrier to the "immense danger" to their collective (which mainly pertains to race, nation or religious affiliation). Extremists are characterized by excessive efficiency in finding culprits and enemies. An important

characteristic of extremist groups and movements is that they are not a goal in themselves nor are they sufficient. The incitement of non-extremists to violence, by raising the level of their aggressiveness and directing it toward a "culprit" labeled in advance is imposed as the main mission.

Extremism obviously is both the cause and the consequence of conflicts, deepening mistrust between communities, and acting as a pronounced destabilizing factor in the region. With all its potential for conflict, it represents one of the most significant challenges to the normalization of ethnic relations between countries of the "Western Balkans".

1. The Syntagm "Western Balkans"

The disintegration of the former SFR Yugoslavia (1991–2008) was accompanied by the striving of the new post-communist elites to form new, monoethnic state entities (state-nations) in this area.² This process has now mostly been brought to a close owing to the constituting of four monoethnic (Slovenia, Croatia, Serbia and Macedonia), one three-ethnic (deeply divided Bosnia and Herzegovina), and one declared civic (Montenegro) state, in the post-Yugoslav area.³ The bad legacy of armed conflicts in the post-Yugoslav area (1991–1999) has left deep imprints on the relations between the newly formed states in the region which the European Union has designated the "Western Balkans" at the beginning of this decade. Namely, in order to avoid any potential lack of clarity relevant to the

defining of the regional approach of the European Union to the southeast of the continent, the end of the final decade of the 20th century first brought delineation between the concepts – "Southeast Europe" and "Western Balkans".

Fig. 1. Western Balkan countries on the map of Europe



On one hand, the term "Southeast Europe" is used in its original, i.e. geographical meaning. Therefore, this is a region spreading from the Black Sea to the east to the Trieste bay of the Mediterranean sea to the west, encompassing Greece, Turkey (more precisely its European part), Bulgaria, Romania, Croatia, Serbia, Bosnia and Herzegovina, Macedonia, Montenegro and Albania, and very often also Slovenia. The "Western Balkans" are, however, the states originating in the area of the former Yugoslavia, with the exception of Slovenia (Croatia, Bosnia and Herzegovina, the former Federal Republic of Yugoslavia/State Union of Serbia and Montenegro – today the Republic of Serbia and Republic of Montenegro, Macedonia), and Albania.⁴

The introduction of the term "Western Balkans" almost coincides with the gradual development of the regional approach of the European Union (after 1996) to the region burdened by many years of conflict. In dominant public communities (political, expert, cultural, etc.) of countries belonging to the region of the Western Balkans two directions of further development of relations between states in the Balkans still dominate. On one hand, there is the orientation where by establishing the truth, responsibility and conciliation the bad legacy of the Balkan conflicts of the 1990-ies should be overcome, while on the other hand there is the approach according to which conflicts are inherent to the Balkans peninsula and are cyclically repeated almost as a rule. This approach is based also on the confirmation of civilization, religious, ethnic and other differences between the South Slavic, as well as the Albanian peoples in the "Western Balkans". Both bilateral and multilateral relations between the states in the region are created based on if the dominant political, cultural or scientific elites are advocating one or the other approach.

Still, during the last fifteen years or so there is a gradual transition of the "Western Balkans" from a zone of armed conflicts, to a region with stabilizing democratic, economic and security circumstances, to a region where all countries are unequivocally oriented toward accession to the European Union. This offers hope that regional countries will in perspective be ready to also accept numerous European values – peace, democracy, human and minority rights, principle of equality and principle of solidarity, which would to a significant degree passivate, largely present, extremist tendencies of all countries individually, and thus also of the entire region.

2. Determination of Extremism

As an insufficiently delimited and defined concept, extremism has for a long time been used in a highly colloquial manner. It was abused to disqualify opponents (usually political), while additional colloquial confusion was imparted by its identification with terrorism. Contemporary political theory also give no significant contribution to this field, limiting itself mainly to extremism or to describing its manifestations, objectives and actors. Responding to the "hunger" of the public, authors, mostly superficially but spectacularly, create a "deluge" of texts on extremism, where they cunningly avoid to place it in any framework, much less to deal with its definition. In fact, the main reason for such a superficial approach to the problem lies in the difficulty of this "undertaking."⁵

Stephen Atkins states, "there are few things that are as hard to define, as it is to define extremism" and continues: "However hard it may be to define terrorism, this is still an easier task than to define extremism. Extremism smolders behind the political scene and can produce far more serious consequences than a terrorist act."⁶

It can be said that much of what is extreme reaches the limit of the permitted, often its extreme limit. Many extremists lead, one would say, quite a normal life that by no means differs from the lives of peace loving people. It is impossible to penetrate their minds or control their opinions in any democratic way. Thus, they are in a comfortable position and act from this position. Only when suitable conditions are created, their rigid attitude turns into action, but the number of people who have any extremist attitude is not easy to estimate for the simple reason that they generally do not want to honestly express their opinions fearing the consequences. These additional difficulties only contribute to resentment when clearly defining extremism.

For all of the above reasons, attempts to define extremism are too generalized or overemphasize one or two properties of extremism as a phenomenon. According to certain attempts to define extremism, extremism is only and exclusively "criminalized" (example: definitions of Thomas Coffey according to which "political extremist is such that uses violence and criminal

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² See: Robert M. Hayden, *Blueprints for a House Divided: The Constitutional Logic of the Yugoslav Conflicts*, University of Michigan Press, 1999.

³ Dragan Đukanović, *Institucionalni modeli i demokratizacija postjugoslovenskih država*, Institut za međunarodnu politiku i privredu, Beograd, 2007.

⁴ More details in: Predrag Simić, "Do the Balkans Exist?: Vision of the Future of Southeastern Europe: Perspectives from the Region", in: Predrag Simić, Gordana Ilić, Zlatko Isaković, Ivan Krastev and Krassen Stanchev (eds.), *The European Union, NATO and their Southeastern European Neighbors*, Institute of International Politics and Economics, Konrad Adenauer Stiftung, Belgrade, 2002.

⁵ More details about the difficulties to determine the concept of extremism, as well as the causative relations between extremism and terrorism in: Subotić Milovan, *Odradjenje ekstremizma*, Vojno delo, Beograd, jesen 2010.

⁶ Atkins, Stephen, *Encyclopedia of Modern Worldwide Extremists and Extremist Groups*, Greenwood Press, Westport, Connecticut, London, 2004.

activities in order to realize his political objective.⁹⁷ According to Robert Nozick⁸, extremism, apart from regarding the enemy as evil, has as its main characteristic that it causes stress and does not accept compromise. There is also a significant number of stereotypical thoughts of which only some have practical value for further investigations of extremism. For example, Walter Laqueur's⁹ view that "people with an authoritarian character usually join the extreme right"¹⁰, cannot be regarded as particularly original, yet its particular usefulness in the determination of extremism can not be disputed.

Since these listed definitions contain only specific fragments of the broad concept that extremism unequivocally presents, only certain parts of these definitions in the form of their sublimation, would offer us "material" to comprehensively define this phenomenon.

For his reason, Dragan Simeunović introduces a broad, but comprehensive definition according to which: "Extremism is a complex social phenomenon based on overemphasized biological needs of self-protection and a xenophobic variant of the identity mechanism, that serve to form and justify hardly permissible views and aggressive behavior whereby, some social, religious, ethnic or other group is threatened as being hostile. Extremism is characterized by a vigilant formally-protective attitude toward one's own group which implies excessive zeal in discovering enemies and the "right" to intolerance, hatred and aggression toward a true or a presumed enemy, as well as tendency to take over the leadership in one's own group or agglomeration in order to mobilize it with the intention to systematically cross the borders of socially acceptable behavior, all in the name of preserving the values, identity and perspectives of one's own group".¹¹

According to many of its manifestations and consequences resulting from them, and mostly according to the degree of destructivity and success in destabilizing a certain political community, extremism is to a large extent, although not always, inextricably linked to politics. In the general definition framework, political extremism represents the opinion and behavior of the political extreme right, left, or (a frequent case in the modern world) of some radical religious group.

After such a comprehensive definition framework, it becomes evident that terrorism is a logical point of origin of extremist ideas, and that, in principle, **terrorism without extremism is not possible**. It can rightly be said that all terrorists are also extremist, but it must be borne in mind that all extremists are not terrorists. A good example for the above mentioned are skinheads and in general, the latest Neo-Nazi and Neo-Fascist groups. They can originally not be considered terrorists. The striving to revive Nazism and Fascism, or the banditism of skinheads are phenomena within the sphere of extreme thinking and acting, but this has still not become terrorism as long as it

remains in the domain of verbal expression or violent incidents as is the case with by a no means small number of Neo-Nazis and especially skinheads, who along with the above mentioned, do not have clearly articulated political pretension or goals. Even though their activity is a phenomenon endangering the society, they can still not be qualified as terrorists. On a scale of phenomena harming or endangering the society, extremism is just one of them.

3. Extremism and the "Western Balkans"

Since unfinished urbanization, specific forms of industrialization, change of ethnic-demographic structure of the society (especially under conditions of turbulent and unregulated migration processes), emphasized predisposition toward tradition and history, as well as national, identity and cultural marginality, are stated as the key reasons of extremism, it is easy to note that most countries of the "Western Balkans" (if not all) "are today in almost exemplary conditions for the strengthening of extremist tendencies"¹².

In addition, it is important to emphasize that according to many of its manifestations and resulting consequences, and to a highest degree according to the potential degree of destructiveness and success in destabilizing a political community, the issue of extremism is a *par excellence* political issue with, to a greater or lesser extent pronounced, specificities characteristic for its particularities through:

- political extremism (recently most frequently in the sphere of the radical right);
- religious extremism;
- ethnic extremism;
- ethnic extremism with clearly pronounced elements of ethnic separatism;
- extremism that includes all the listed varieties – combined extremism

Under conditions coinciding with the fall of the Berlin Wall and the disintegration of SFR Yugoslavia, countries of the "Western Balkans" became a "place" where all listed varieties of extremism "flourish". In connection with this, in general the conclusion can be drawn that the subspecies of extremism which includes the combining of all listed types, is simultaneously the one that best reflects all the antagonisms in the region of the "Western Balkans".

In countries created after the disintegration of SFRY there is a significant number of extremist groups that inherit their ethnic extremism from principles of Neo-Nazi groups. Viewed individually, these groups remain on the margins of society, since each of them has relatively few members. However, these facts make them no less dangerous, and as such, they

should not be underestimated. In certain larger cities in Slovenia (Maribor and Ljubljana), Croatia (Zagreb, Osijek, Split, Zadar), and Serbia (Beograd, Novi Sad, Niš), there are Neo-Nazi groups belonging to the international movement "Blood And Honor".

Somewhat more numerous and influential are Clerofascist groups, linking elements of the Fascist ideology and religious fundamentalism: in Croatia and Croatian parts of Bosnia "Catholic-Ustasha", and in Serbia "Orthodox-Fascist youth" are on the rise.¹³ In Bosnia and Herzegovina (residentially), as well as in the region of Raška ("Sandžak") and in Kosovo and Metohija (reflectively) there are pronounced tendencies toward Islamist fundamentalism and terrorism, which will in part be elaborated through the influence of Islamist extremism in the territory of the Republic of Serbia.

The basis of right wing extremists in Croatia is formed by war veterans, the so called fans and smaller chauvinist parties. They are connected with their Neo-Nazi equivalents – related groups in Hungary, Germany and Austria. In Bosnia and Herzegovina, these structures are divided by nationality (Serbs, Croats and Moslems/Bosniacs), and mainly consist of so-called fans with a right wing orientation, war veterans and paramilitary groups. The right wing scene in Serbia which pertains to groups belonging to the segment of ethnic extremism will be elaborated in more detail in the following chapter ("The example of Serbia").

The problem of handling extremist organizations and groups in the region of the "Western Balkans" is additionally complicated by the fact that many of the mentioned groups enjoy (in addition to the most common covert, sometimes also open) support from certain political parties, certain university professors or public figures. In addition, the very latent character of extremism is an aggravating circumstance for defining and implementing efficient measures against this form of political violence. Namely, it is not possible to use such diverse mechanisms as in the case of antiterrorist measures. It could rather be said that, when it comes to the issue of finding the adequate response to extremism, we are speaking of a body of mechanisms of prevention, while the repressive character of the measures (characteristic as one of the most immanent to the battle against terrorism), is used to a significantly lesser extent.

3.1. The Example of Serbia

3.1.1. Religious extremism

The region of Raška (so-called Sandžak) is an area where opposing interests of Islamic, western and certain neighboring countries are juxtaposed. Poor economic development, accumulated social problems, growing tensions among nationalities (frequently also inter-Islamic tensions), as well as the phenomenon of spreading radical Islamism, are significant characteristics of the status of this part of Serbia. Due to mentioned factors, which have already been labeled as an exemplary category for establishing extremism (above all that inspired by religious reasons), the political-security situation in the Raška region periodically, acquires complex characteristics.

The religious component of contemporary extremism is to the greatest extent reflected through the activity of the radical Islamic movement – Wahhabism (Salafism)¹⁴ in the Raška region. In fact according to the interpretation of experts for this type of political, it is exactly this region that is regarded as a potential hotspot of radical Islam, and, in this context, also as a possible crisis region. The gradual expansion of the Wahhabist movement represents a potential safety risk. Wahhabists, as "guardians of the original Islam", or as they are called in modern times, bearers of religious radicalism, do not renounce expressions of ultimate extremism in the form of naked terrorism, all with the purpose of realizing own goals – the creation of a so-called Microcalifate, i.e. a regional linking with counterparts in Bosnia and Herzegovina and in Kosovo and Metohija, in the south of Serbia, in Montenegro, Macedonia and Albania. Their activity is now characterized by the striving to create a more massive movement, primarily by adding younger supporters, a rigid approach to the female population, the offering of financial aid to poor supporters, the expansion of the Wahhabist network to other regions of the Republic of Serbia, as well as by aggressive manifestation of religion, and its radical interpretation in the sense of the lack of the possibility of cohabitation with non-Moslems, but also with Moslems who do not practice religion in accordance with their perceptions.

In the past period, religious extremism appeared also through antagonism, and often also opens conflicts of opposing options within the Islamic religious community. Lately, these conflicts have been passivated to a large extent, but numerous consequences

¹³ *Desni ekstremizam – ultradesničarske i neonacističke grupacije na prostoru bivše SFRJ*, Centar za socijalna istraživanja, Alternativna kulturna organizacija, Novi Sad 2011, str. 7.

¹⁴ Wahhabism (Salafism) is an Islamic movement founded by Muhaamad ibn Abd-al-Wahhab (1703-1792), a scholar and religious sheikh, after whom the Wahhabi movement was named. Wahhab thought that every true believer must make an effort to cleanse Islam of that which according to his opinion, represented theological innovations (bida), superstitions (hurufa), deviations and revisions of faith, heresy, polytheism (sirka) and idolatry. This is therefore a conservative and puritan Islamic movement, that could be determined as fundamentalist, because it speaks in favor of returning to basic and original teachings of Islam, with open intolerance of Shiites, Sufism and Dervishes, as well as liberal teachings of Islam. Modern Wahhabism, i.e. Salafism differs from similar Islamist movements, which were active in the 1970-ies and 1980-ies. The difference is, for example, that Wahhabists reject not only "Western ideologies" (such as capitalism, socialism, etc.), but also all other "western concepts", such as nation, political parties, social justice or law, politics, constitution, human rights, democracy, revolution, economy, etc. Consistent Wahhabists are opposed to modern political Islam (Islamism) and have frequently severely criticized prominent Islamists, such as for example, Sayyid Qutb, Abul Ala Maududi or, even, Osama bin Laden. They are extremely critically disposed toward almost all Islamist groups, such as the Moslem Brotherhood or Al Takfir wal Hijra ("Anathema and Exile"), as well as the methods that they use (political parties, terrorism, and others). They regard them as misguided Moslems, who have accepted certain western ideas, and have thus strayed from true original Islam. Many Wahhabists remain emphatically intolerant toward the adherents of other religious teachings and infidels, citing the practice that existed in the first centuries of Islamic history. They are frequently of the opinion that all Moslems should practice Islam in the manner they themselves do. Otherwise, they will be heretics and enemies of Islam, which is religious justification for the potential use of force against them.

⁷ Thomas J. Coffey, A better democratic model – Extremism a definition, National Library of Canada Cataloguing in Publication, 2003.

⁸ Robert Nozick (1938-2002), American professor and political philosopher. His most important work "Anarchy, State and Utopia" (1974) is regarded a capital work of modern political philosophy which strongly influenced theories and convictions of the new right.

⁹ Walter Laker, American historian of Jewish-German origin in his capital work "Europe in our Time", advocates the thesis that "easing conflicts between states can lead to strengthening of conflicts within individual societies, to develop in them different types of aggressive nationalism and destructive action".

¹⁰ Laqueur, Walter: *Fascism*, New York: Oxford University Press, 1996.

¹¹ Simeunović Dragan, "Terorizam, opšti deo, Pravni fakultet u Beogradu, edicija Crimen, 2009.

¹² Subotić Milovan, *Suočavanje sa ekstremističkim tendencijama kao neminovnost u (pre)oblikovanju političkog identiteta Srbije, Godišnjak političkih nauka, Beograd, br. 8/2012.*

originating from them remain, of which the most serious one is presented in the form of the effort, by founding certain institutions, to realize stronger ties and strengthen the religious and political influence from Bosnia and Herzegovina. In this respect, the activities of the Islamic community in Serbia and of its leaders, to a major extent transcend the framework of religious activity, acquiring the character of political extremism.

In addition, it is important to mention that a respectable number of extremist groups in the Republic of Serbia, vocationally placed among the ethnical-extremist, are openly flirting with the "only true" Orthodox reasons. This example also expresses the dispersive character of extremism, and the justification for introducing so-called combined extremism as a category especially characteristic for this region.

3.1.2. Separatism motivated by ethnic and ethno-separatist motives

Due to accumulated economic-social problems, sluggishness to substantially democratize the society, and the persistent lack of quality building of preventive mechanisms of the society in the sense of promoting tolerance, there is occasional escalation of violence of right wing extremist group and movements. Various motives appear as triggers for the escalation of violence, and thus also for violation of the general security of the society: disagreement with the manner of realizing key national interests, homophobic and xenophobic tendencies, and the like. The majority of groups, approximately 20, are active at the local level, and have up to one hundred members. The other ten or so that are most often mentioned among the public are "Nacionalni stroj" (*National Front*) and "Obraz" (*Honor*), (organizations whose activities were banned by the Constitutional Court), "Krv i cast" (*Blood and Honor*), "SNP 1389", "Nasi" (*Ours*), itd.¹⁵ Analysts estimate that this type of extremism in Serbia began to develop to a more significant extent since 2000, and that the character of these extremist groups (although they are primarily guided by ethnic reasons) is divergent to a considerable extent (nationalist, clerofascist, "fan oriented", etc.).

Although Serbia is home to numerous different national minorities, ethnic extremism appears sporadically, and does not pose a serious threat to the society. An exemption, to a limited degree, are tensions most often generated by individuals and groups belonging to the body of extremism with a Hungarian ethnic prefix, active in the territory of the Autonomous Region of Vojvodina. Their activities are directed toward the unification of all relevant Hungarian organization and the securing of international support in order to create conditions for a more determined battle for autonomy within Serbia. The main bearers of extremist and separatist activities belong to the Hungarian extremist organization "Omladinski pokret 64 zupanije" (*64 Counties Youth Movement*) with a program commitment to restore the "Pre-Trianon (greater, aut.comm.) Hungary". Activities of this organization and incidents resulting from them to date were of a local character. *The elaboration of the ethno-separatist character of the activity of Kosovo Albanians, as a striking form of*

ethno-separatism in modern Europe, would require significantly more space than that envisaged for this paper.

Overall, ethnic, religious and other extremist organizations and groups do not have the potential to endanger the security of the Republic of Serbia to any serious degree. However, further aggravation of socio-economic circumstances in the country, as well as the absence of continuous and systematic work with youth in the sense of promoting pluralism, tolerance and acceptance of diversity, could make the already favorable conditions for extremist activity even more favorable.

Conclusion

In his book *The Individual Psychology*, Alfred W. Adler, notes that human complexes are the primary factors that prejudice the will to power, establishing a regularity according to which more pronounced complexes condition a proportionately more pronounced need to realize power.¹⁶

In the Balkans, the will to power was evident already in olden times, either as the need of these small peoples to free themselves from many centuries of Osman rule, or to fight among themselves to preserve and confirm their own identity. Otherwise, it is generally known that because of a feeling of vulnerability, small peoples very often react extremely and with aggression, since fear is one of the primary movers of aggressive behavior.

The appearance of extremist movements, as a pathological phenomenon and an expression of the state of the society and the decadence of the value system of contemporary humanity, is a significant problem, primarily in the global context, and by all means in the "turbulent" region of the Balkans Peninsula. The example of the ruinous several decades of influence of communist ideology, as well as many other similar examples, confirm the unwritten rule of social sciences: that one type of extremism (left wing), is very often responded to by an antagonistic type of extremism (ethnic-right wing, religious, etc.), which can be simplified in the following manner – violence bears violence. Abrupt and radical changes that occurred immediately after the Cold War, resulted in following processes: while in the West there was integration (the fall of the Berlin Wall), in the East communist systems disintegrated (the example of SFR Yugoslavia).

Processes of disintegration resulted not only in the formation of new states, but also within them, the old value systems disintegrated. Antagonisms in the form of old ideological, religious and ethnic quarrels, simultaneous with the lack of readiness of societies for a rapid transition from a planned to a market economy, created fertile ground for planting extreme ideas, primarily right wing and radical-religious. In this manner, after several decades of the monopoly of communism as the extreme left, the extreme right with its range of varieties now takes the scene. In addition, globalization created an army of dissatisfied and frustrated people who, desiring to protect their identity and integrity, drift to extremism out of fear, with fear being the perfect base for developing aggression. After all, in its essence, the right is no particular friend

to transition and globalization, precisely because it advocates "tested solutions", tradition and conservatism.

Since the thesis has already been stated that extremism as an especially resilient, but also a hidden phenomenon, requires an especially multidisciplinary response, both in the sense of the implementation of various measures (harmonization of legal regulations with newly emergent extremist threats, public condemnation of extremism, promoting tolerance, respect for diversity, uniform economic development, etc.), and in the dispersy

of those who implement them (legislature, police, education, civil society, media). A comprehensive response as a sublimation of all listed measures and those who implement them, with a clearly committed European road for countries of the Western Balkans, would to a large extent contribute to bring the influence of the extremist factor to a level that could be regarded as "socially acceptable", while at the same time sparing significant amounts, even human lives in the potential field of a "repressive resolution of the problem".

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¹⁵ The MoI created the first official list of Neo-Nazi and other extremist organizations in the Republic of Serbia in 2005.

¹⁶ See: Alfred Adler, *The Practice and Theory of Individual Psychology*, H. L. Ansbacher and R. R. Ansbacher (Eds.). New York: Harper Torchbooks.

Factors Related to Marketing Strategies of Enterprises in the Czech Republic

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Abstract

In the introductory section of the article, the current theoretical knowledge in the formulation and relation of strategic management and marketing strategies is transparently elaborated. The subsequent empirical research among small and medium-sized enterprises (residing in the Czech Republic and conducting business in the field of information and communication technology) in the start-up phase (approximately 3 years from their formation) provides input data for elaboration of the factor analysis, the mathematical - statistical method. The author transforms the results of this processing into recommendations and conclusions for the formulation and processing of a marketing strategy for beginning entrepreneurs throughout Central Europe.

Keywords: business strategy, marketing strategy, small and medium enterprise, factor analysis

JEL classification: M31, L10

1. Introduction

One of the remedies for the global economic crisis that hit most of the market-oriented countries in the world, including countries in Central Europe - the Czech Republic, is the stimulation of business assets, especially of small and medium-sized enterprises focused on progressive areas, which also include the information and communication technology sector. Financial capacity of small and medium-sized enterprises to use the services of marketing and research agencies is quite limited, and therefore the goal of our research has been to identify factors, conditions and finally approach to the development and implementation of marketing strategies for small and medium-sized enterprises with the mentioned specialization, so that these entities can develop them on their own, without outsourcing.

2. Theoretical Starting Points of the Issue of Company Marketing Management

2.1 Strategic Management of a Company

Although marketing strategy is the main topic of this article, it is necessary to examine the relationship between the general strategy and marketing strategy of a company. Therefore we will first define the company strategy itself and the factors affecting it. The world (in terms of economy) in 2009 was marked by the impacts of the economic crisis and recession. Many head managers claim that long-term strategic planning is declining and its effect is minimal because the macro and micro environment of a company is changing rapidly. Strategies of many companies, particularly small ones, are short-term and consider only the internal conditions of company existence.

The real purpose of strategy is that it takes long-term horizon into account while reflecting impacts of the external environment and their interaction with the company. "The process of strategic management enables the top managers to assess the long-term position of the company from a broader perspective and facilitates the alignment of internal skills and resources with the demand of the external environment" (Bong, 1991). Therefore, the more turbulent and less predictable the environment is, the more important the strategy is at all levels of management in which it is formulated. "Strategy is the cornerstone of the strategic planning process, so it is important to understand its components and levels at which it is formulated and implemented" (Certo, 1991).

Every top manager should therefore handle strategic management as a process that determines long-term direction of the organization, sets specific performance goals, develops strategy to achieve them while respecting all relevant internal and external circumstances, and ensures the implementation of the chosen programme of activities (Thompson, 1992).

2.2 Relation of General Strategy and Marketing Strategy of a Company

The concept of strategy is often associated with the concept of planning. Planning is actually deciding on the activities of a company in the future. An essential part of the plan is setting of targets and synthesis of company strategy. The plan allows monitoring of development of strategic activities. Depending on their accomplishment it is possible to coordinate and adjust individual business processes (activities). Marketing strategy, based on the nature of marketing as a policy of customer-focused company, has a specific position within strategic planning. Among the most important tasks of marketing strategy