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SPECIFIC CHARACTERISTICS OF THE SHIP AND PORT SERVICES AS ASPECTS OF MARITIME MANAGEMENT

M. Draskovic

Several ship and port services have been considered, along with their specific characteristics and in the context of their place and role in the entire maritime transport management.

A general analysis has been conducted and classification of services of the maritime transport has been done. The specific components and features of the functioning of enterprises of maritime transport services and management of their respective departments and transport stages of sea shipping have been described.

A detailed description and substantiation of several levels of management that perform certain specific tasks in the logistics customer service in marine transportation has been given.

Some features of the production and service management in seaports have been identified and discussed.

A detailed analysis has been provided in terms of modern logistical approaches to customer service of freight transport service in general and marine cargo transport services, in particular.

The major starting point hypothesis has been confirmed that the quality of services plays a dominant role in the competitive transport environment. The results for a particular seaport and maritime transportation organisations have been determined by the quality of services.

In the context of rapid and continuous development of the service sector and its growing contribution to the gross domestic product, the consideration of the ship and maritime transport services is very important, especially for the maritime coastal countries, because they generate extraordinary possibilities for increasing employment, raising competitiveness and the economy of countries and development of their territories. In addition, quality maritime and port services make part of the modern transnational logistic network.

Keywords: service, ship service, port services, sea transport.

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СПЕЦИФІЧНІ ХАРАКТЕРИСТИКИ ОБСЛУГОВУВАННЯ СУДЕН І ПОРТОВОГО СЕРВІСУ ЯК АСПЕКТИ МОРСЬКОГО МЕНЕДЖМЕНТУ

М. Драшковіч

Розглянуто судові та портові послуги разом із їх специфічними характеристиками, а також у контексті їх місця та ролі в загальному процесі управління морським транспортом.

Проведено загальний аналіз та класифікацію сервісів на морському транспорті. Визначено складові специфічні та особливості функціонування сервісу підприємств морського транспорту і менеджменту їх відповідних підрозділів та етапів транспортних морських перевезень.

Обґрунтовано та докладно описано наявність кількох рівнів менеджменту, що виконують специфічні окремі завдання у процесі логістичного обслуговування клієнтів морських вантажних перевезень.

Визначено та розглянуто особливості виробничого та сервісного менеджменту в морських портах. Зроблено його докладний аналіз із точки зору сучасних логістичних підходів до обслуговування споживачів транспортного сервісу вантажних перевезень узагалі та морського вантажного транспортного обслуговування зокрема.

Підтверджено основну відправну гіпотезу, що якість послуг відіграє домінуючу роль у конкурентному транспортному середовищі. Кінцеві результати для конкретного морського порту і морських компаній перевізників значною мірою визначають саме за якістю послуг.

Таким чином, в умовах швидкого і постійного розвитку сфери послуг і її щораз більшого внеску у валовий внутрішній продукт, розгляд цих судових та інших морських транспортних послуг є дуже важливим, особливо для морських, прибережних країн, тому що такі послуги створюють надзвичайно великі та сприятливі можливості для збільшення зайнятості, конкурентоспроможності та економічного розвитку країн та їх окремих територій. Крім того, якісне морське та портове обслуговування є невід'ємною складовою сучасних транснаціональних логістичних мереж.

Ключові слова: обслуговування, судовий сервіс, портові послуги, морський транспорт.

СПЕЦИФИЧЕСКИЕ ХАРАКТЕРИСТИКИ ОБСЛУЖИВАНИЯ СУДОВ И ПОРТОВОГО СЕРВИСА КАК АСПЕКТЫ МОРСКОГО МЕНЕДЖМЕНТА

М. Драшкович

Рассмотрены судовые и портовые услуги вместе с их специфическими характеристиками, а также в контексте их места и роли в общем процессе управления морским транспортом.

Проведен общий анализ и классификация сервисов на морском транспорте. Определены специфические составляющие и особенности функционирования сервиса предприятий морского транспорта и менеджмента их соответствующих подразделений и этапов транспортных морских перевозок. Обосновано и подробно описано наличие нескольких уровней менеджмента, выполняющих отдельные специфические задачи в процессе логистического обслуживания клиентов морских грузовых перевозок.

Определены и рассмотрены особенности производственного и сервисного менеджмента в морских портах. Приведен его подробный анализ с точки зрения современных логистических подходов к обслуживанию потребителей транспортного сервиса грузовых перевозок вообще и морского грузового транспортного обслуживания в частности.

Подтверждена основная исходная гипотеза о том, что качество услуг играет доминирующую роль в конкурентной транспортной среде. Конечные результаты для конкретного морского порта и морских компаний перевозчиков в значительной мере определяются именно качеством услуг.

Таким образом, в условиях быстрого и постоянного развития сферы услуг и ее растущего вклада в валовой внутренней продукт, рассмотрение этих судовых и других морских транспортных услуг является весьма важным, особенно для морских, прибрежных стран, так как такие услуги создают большие благоприятные возможности для увеличения занятости, конкурентоспособности и экономического развития стран и их отдельных территорий. Кроме того, качественное морское и портовое обслуживание является неотъемлемой составляющей современных транснациональных логистических сетей.

Ключевые слова: обслуживание, судовой сервис, портовые услуги, морской транспорт.

Service in the maritime transport (maritime industry and seaports) is a relationship between its providers and users in the process of preserving or changing the state, as well as movement of the cargo (packaging, piling, relocating, storage, transport). In that relationship, information and documentation regarding services play a vital role. The above mentioned relationship has been performed in several process activities (accomplishing several tasks) in a given time. A market offer involves, not only a physical product, but a whole service package composed of the service product, service environment and service delivery [1].

Numerous participants in the maritime market encounter with many constraints. A primary goal of the maritime transport management is to solve those problems by implementing new knowledge, skills, technologies and information. That is the best way for ensuring quality maritime services, which are critical for success of the maritime companies. A competitive ability and its advantage are directly dependant on the quality [2].

The service in the maritime transport in many cases depends on a physical product (cargo) and it represents information and transport interaction between the supplier (producer) of the maritime services (shipowner, port, maritime agent,

customs, carrier, etc.) and the user (ordering party) of the maritime services [3]. Success and profitability of maritime transport companies directly depend on the competency of their managers and service operators. Success is not a matter of chance or a magic wand, but a product of the rational and quality management which includes the following:

- permanent and quality fulfilment of all requirements of the ship and port customers;
- increasing productivity (relationship: output-input in the given time, along with a high quality achievement);
- innovations in the organisations, implementation of the maritime transport, communication and information technologies, etc.;
- improving the quality of transport services (maritime, ports, etc.);
- a competent management team and an organisation structure of the maritime transport company (ship-owners, ports, etc.);
- stable finance and well-planned long-term investment;
- responsibility to the environment (inside, outside), as well as society;
- rationality in management etc.

A shipowner (maritime company) is a subject of the maritime industry, which is a subsystem of the maritime transport as a polyvalent service industry – i.e. a sum of all activities, knowledge, skills in the relationship on the sea and in connection with the sea.

A ship company is an economic organization which deals with delivering services in the maritime industry. Those services involve performing commercial-transport activities, using transport ships and special transport contracts. Like any complex, open and hierarchical system, a maritime company has to be based on the systematic principles in solving business and management problems. A systematic principle emphasizes a rapid development of the transport, information and communication technologies. They directly determine the progress of the sea-shipping, which together with the seaports make the main part of the maritime industry. The maritime industry, like any other, is characterized by several management levels, such as:

- the highest level, a so-called "top", strategic or institutional management;
- the middle level, a so-called "tactical", business or administrative management;
- the lowest level, a so-called "operational", executive, functional or technical management.

The "top" management of the maritime company is concentrated on one, or a very small number of managers in the company. It is responsible for defining the following: a strategic mission, visions and goals, creating developments, changes of the business strategy and a long-term planning, as well as creating a business environment and the organization culture, selection of the management staff and the captain of the ship crew, their training etc. These are the most complex and responsible business activities and decisions.

The middle-level management of the maritime company has several organizational and management levels. It's about several managers who deal with some parts of the business units, for example: maritime transport services, negotiating cargo and passengers transport, ship space and tolls, purchase and lease of the ships, servicing and repairing the ships, researching the maritime market, finance and accounting, the department for development and innovations, electronic data processing (electronic computer center), quality control etc.

The operational (functional) management level of the maritime company is a representative of the whole management team towards the operational executive team.

For the maritime company, of vital importance is the relationship between the management (especially the strategic one) and actions (activities oriented towards the maritime service). That relationship is directly dependent and complementary, usually simplified as a relationship between "what needs to be done" and "how it has to be done" to accomplish success of the maritime company and to form a positive business image, i.e. to realize the planning goals. Success always comes later and it assumes initiative planning of certain goals, analyzing the internal and external company environment, a correct choice of the strategy and resources between the alternative solutions, as well as undertaking adequate actions, which lead and control business, based on the feedback [4].

Action is based on the shipowner decisions (strategic, operative etc.), which represent an executive choice between alternative actions. It means that decision of the shipowner determines action which needs to improve a strategic position.

According to Pirson's treatment of the six different actions, a maritime company (ship company, seaport etc.) has to take the following actions:

- identify the most important aspect for the business, especially from the competition point of view;
- define and conduct the highest concurrence behaviour standard, with a tendency of constant improvements;
- stimulate innovations;
- involve the top managers;
- make constant updating and development of the staff structure;
- create and develop a motivation system (rewarding process) which is oriented towards the results.

Maritime managers at all the levels (strategists, operators, ship commanders, etc.), have to realize all the managers' functions related to the maritime, ports and other operations which belong to the working environment of the maritime organization.

The realization of the manager's functions is performed by making adequate decisions, their implementations into practice, as well as controlling the level of their execution. It is believed, that the most significant shipowners' decisions are related to security, employment and releasing ship capacities [5].

A similar statement can be made for the port systems. The decisions related to securing ship capacities are: ships returning from the dismantling, purchasing ships (new and second-hand), leasing ships, recurrence of the lease of ships etc. The decisions related to ship exploitation are: cargo, goods and people transportation, the form of the ship exploitation (a voyage or a period of time) etc.

The decisions related to the clearance of the ship capacities are: dismantling the ships, selling or write-off of the ships, leasing the ships, recurrence of the leased ships, etc.

There are many specific characteristics of the maritime industry in its relationship with other service industries. Because of those specific characteristics, maritime services are subject to a very strict legislative regime, different conventions, clauses and different kinds of contracts.

Those specific characteristics are technical, legislative (contracts), economic and other. From the author's point of view, the most important specific characteristics are the economic ones, which are derived from the character of the maritime services. In that sense, it can be stated that maritime services can be divided according to [6]:

- the non-material product;
- productivity and consumption at the same time;
- impossibility to store;
- impossibility for the users to try and test it;
- huge differences in the maritime services in relation to different types of ships, ship storage, market, cargo etc.;
- forming freight payment systems for the maritime services;
- high degree of competitiveness on the maritime service market;
- great conjuncture influences on the maritime service market;
- high degree of capital investments in maritime service production;
- high degree of the organizational complexity in providing maritime services;
- high degree of business complementarities of all parties (subjects);
- active participation of the science and technology progress in the maritime services environment etc.

In addition to the above mentioned, it is very important to emphasize that the modern transport of goods and people, is characterized by high speed, quality, rationality, security, as well as with the existence of different technical facilities: freezers, cranes for fast reloading, tanks for liquid materials etc.

An economic goodness is everything that has capability to satisfy some kind of the human needs. To get it, people are willing to sacrifice a certain amount of money or another goodness.

Economic goodness consists of different products, services, resources (production factors) and so on. Port services, as an economic goodness are all activities related to relocations of the cargo in the area of the seaport at a certain time, as well as accompanying ports service activities.

Port activities can be divided into [7]:

- basic or primary, to which the following belong: loading, unloading, reloading, storage, grouping of the cargo, distribution, container loading and unloading, preparation of the cargo, binding, ship supplying, information about the cargo, ship arrival and departure etc.;

- auxiliary or additional, to which the following belong: packaging and/or storage and preserving in accordance to physical cargo characteristics, repackaging, quality and quantity control, repairing, finishing, processing, piling, etc., marking, coding and special labelling, using a unified transport code, forming the cargo units, use of the palletes and containers, selection of an optimal form of port transport and transport facilities, optimal usage of port transport facilities with correct loading, using modern port technologies, as well as a modern organizational approach to the relocation and processing of the cargo and stock in the port warehouses and terminals and applying modern informational technologies and computer support.

For quality evaluation of the performed port services the following standard set of parameters is suggested:

- the internal port environment (equipment, appliances, systems of the port transport for cargo allocation, scale, control systems, restricted spaces, training, politeness, correctness and good communication skills of the port personnel, the level of the information support and so on);

- reliability (timely performance, absence of the risks for users);

- responsibility (warranty of port services accomplishment, staff willingness to help users of the port services);

- fulfilment of services (competiveness, existence of routine and sufficient knowledge of the port personnel;

- availability (easy contact);

- timely service;

- promptness and price.

Some authors [8] suggest the following additional indicators:

- frequency (time needed to extend delivery of ports services);

- flexibility (adaptation to demands of port service users);

- control (having information about the status and position of cargo in the port);

- certainty (realisation of services without damage or loss of cargo).

In addition, port practice testifies great importance of mutual understanding of port personnel and users of the services, the level of exploitation cost (price of transport per measuring unit), the level of permit possibilities, mobility in safeguarding transport in different circumstances, continuity of the port transport (and regularity), warranty of the cargo protection which is subject of port services, effective use of

transport resources, mechanization and automation of loading and unloading services, etc.

Port service, as an economic goodness, demonstrates a relationship between its producers (subject of a seaport) and users, which is generated in the process of preserving or changing the state, as well as the movement of the cargo in the seaport (packaging, piling, relocating, storage, transport). In that relationship, information and certain documentation regarding the services play a vital role.

The above mentioned relationship has been performed in several process activities (accomplishing several tasks) in a given time. In the case of integrity of ports services, marketing logistics has quite a few specific demands (Table 1): standartization of the parameters of the port technical assets, the ability to deliver permits and services in the port system, homogeneity of the port transport technologies, a complementary set of information about the subject, aspect of delivery, fast and timely transport from one type of transport to another (in order to make a right and timely decision), homogeneity of legal, institutional and economic regimes of the port system, etc.

Table 1

Identifier of quality realization of ports services

Price	Different factors
Capability of execution of the contract obligation	Good timing, security of cargo, cargo insurance, compatibility of involved parties, image of the transport company
Flexibility	Terms of delivery (due dates, warranty), level of transport services, payments conditions
Complexity of the proposed port services	Different factors
Access to the information	About prices, delivery conditions, movement of cargo, etc.
Speed in accepting port orders and forming documentation	
Timing (decreasing unnecessary hold-ups)	

A specific feature of the port services is the fact, that ports are an intersection of the rail, road and sea transport. That makes its basic logistic functions very complex, because of the necessity for a continuous adjustment of their characteristics. Terminals play a special role in port services, as locations where sorting and consolidation of cargo (the central terminal) and pick-up and delivery of cargo (in accompanying terminals) take place. Port terminals have numerous specifics which are characteristic of the sea transport and port services. In the last decade container terminals become widespread.

The next characteristic of port services is huge, complex, specific and legally well-defined documentation, which follows cargo (because of change in the ownership). In the case of integrity of port services in logistics, marketing logistics has numerous specific requirements, like:

- standards of parameters in the technical assets of the port;

- permits and transport systems which depend on each another;

- homogeneity of the port-transport technologies;
- a complementary set of information about the subject, aspect of delivery, fast and timely transport from one subject to another (in order to make decisions)
- homogeneity of legislative and economic regimes of port system, etc.

The logistic cycle and logistic flow in seaports are very complex, because they involve numerous undercycles: the cycle of delivery of port service orders, processing the order, the cycle of organization and allocation of the order, delivery of cargo, preparation of port services and the appropriate documentation, the cycle of analysis and invoice preparation, the operational cycle in finalizing port services, the cycle of packing and consolidation of the cargo, the cycle of delivery of cargo, port transport, manipulation of the cargo, storage, etc. Seaports develop a logistic net to get a better information quality, port infrastructure, port organization, market of port services and technology, as well as increase in the economic value. They represent the top of the inter-logistic management and organization, because control of logistics gives a quick answer to changes in demands for port services. To meet those requirements, quality and timely decisions must be made by all the parties in the logistic net of the seaports and their flawless cooperation.

The main tasks of ports services in logistic nets are: increasing the speed of the flow of cargo in the port, quality and quicker loading of the ships in the port, decreasing the hold-on of ships in the port, rationality of all port operations (in space, in time, in communication), rationality in the cooperation with the road transport, quality cooperation with the port surroundings, optimization of the information support, quality communication between all the parties in the port system, minimizing the idle run of the ships, delays, etc., as well as increasing the quality of the port logistic system (transport assets, information and control systems, personnel, the process of coordination, etc.).

The modern use of the integral marketing logistics, as a complex system of planning, organization and control of the flow of cargo in ports services, means bigger and bigger use of the port logistics net. In addition, there is a necessity for modern electronic, communication, transport and information technologies, which follow all the transport logistics activities, from the entry of cargo into the port to the exit from the port, as well as all the technical assets in the transport logistic system and manipulation of cargo in the port, all the technological phases, all the subjects of the logistic system in seaports, all the logistics information and all the communication channels and connections.

For port services it is important that they are unique and acceptable for users, and that, as a final result of the executed services, nothing is left behind, except information, documentation and payment, and that port service cannot be recycled, stored, repaired or done again.

The market-formed integral system of port transport services is made up of offer, demand, legislation as an institutional base for negotiation of freight services and the accompanying subjects, like banks, insurance companies, customs and so on.

Offer is made by freight forwarding companies, terminals and subjects that provide additional transport services, and demand makes numerous users of transport services.

In terms of the port transport integrity, there are several requirements (Table 2):

- standardisation of the port technical assets parameters;
- permits and service capabilities of the intertwined activities of the transport services in the port systems;
- homogeneity of the port-transport technologies;
- a complementary set of information, form of delivery, communication speed and timely delivery from one kind of transport to another (for the purpose of making decisions);
- homogeneity of the legislative and economic regimes of the port systems, etc.

Table 2

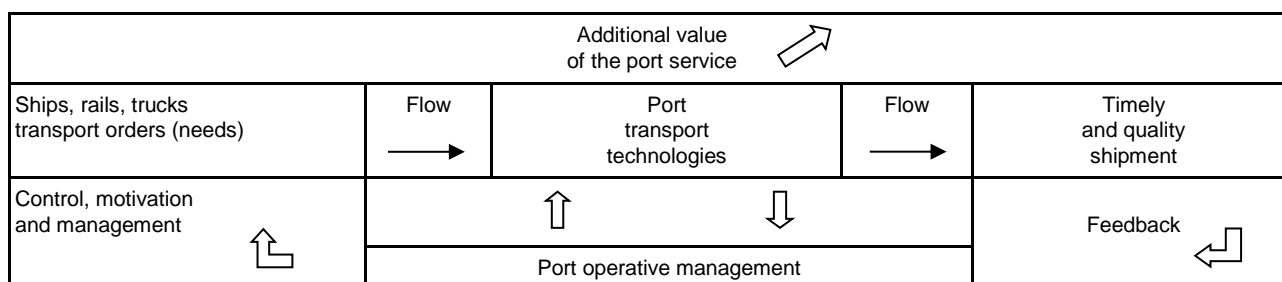
The order of performing port services [9]

Step	Service description
9	Client consulting and service establishing
8	Supervising the process of service delivery
7	Informing client of the service delivery according to the time schedule
6	Making a service time schedule for the clients
5	Predicting clients' answers
4	Accepting an obligation for rendering a service
3	Considering possibilities for performing the service
2	Considering clients' needs
1	Making contact with the client

The process of providing port services and logistics activities has several stages, which are shown in Table 3.

Table 3

The stages of the seaport service process [10]



A feedback connection takes place between the several stages of the port service activities, while the control processes, motivation and management are in the role of the synchronizers at all the stages of performing logistic activities. It can be seen that several kinds of transport facilities take part in the basic stage of the port service process (ships, rails and road vehicles), applying adequate port transport technologies which have a primary goal to realize timely and quality cargo shipment to the planned destinations in the seaport, as well as an adequate manipulation of those cargoes. In a port operative management, a number of subjects take part as the executors of several port and logistics services.

So, a modern port business demands an economical cargo movement, transport and other resources [11; 12].

That comes up with minimizing transport and manipulative expenses, along with reducing space distances, time limits and a number of middle-man agents. In order to have economical port-transport services, it is necessary to develop a modern logistic strategy of the seaport systems. It is based on the improvement of the port system characteristics in terms of cargo movement, ships and road transport systems, as well as of infrastructure and other characteristics.

Maritime transport (ships and ports) represents one of the most important logistic sub-systems and a physical distribution, because it performs a materialisation of the goods flows between separated production and consumer destinations, and it represents almost 60 % of the total logistic costs.

In the context of rapid and continuous development of the service sector and its growing contribution to the gross domestic product, a consideration of those ships and maritime transport services is very important, especially for the maritime countries, because they generate extraordinary possibilities for increasing employment, competitiveness and economic development. In addition, quality maritime and port services represent bases for the modern logistic network. Chinese experience is the best example for the above mentioned statement.

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