



OPTIMIZACIJA IZBORA POSLOVNE BANKE

OPTIMISATION OF COMMERCIAL BANKS CHOICE

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REZIME

Bankama pripada centralno mesto u okviru finansijskog sistema zemlje, kako zbog funkcija koje obavljaju tako i zbog finansijskog potencijala sa kojim raspolažu. Savremene banke su multiservisne finansijske institucije koje pored osnovnih funkcija nude širok asortiman finansijskih proizvoda i usluga svojim komitentima i klijentima. „One poput krvotoka napajaju privredu i neprivredu potrebnim finansijskim sredstvima, vrše poslove finansijskih transakcija za račun svojih komitenata i klijenata kako u zemlji tako i sa inostranstvom“ (Baračkai, Z. 1991).

Banka je osnovni kolektor, distributer i usmerivač novčanih tokova, što joj daje posebno mesto u društvenoj reprodukciji. S obzirom na njenu ekonomsku funkciju, nameće se stalna potreba da banka u svom poslovanju poštuje osnovne principe zdravog poslovanja i tako spriječi nesolidno, nelikvidno i nerentabilno poslovanje. Ako se banka, odnosno njen menadžment, u svojoj poslovnoj politici pridržava određenih proverenih principa, onda će ona uspešno poslovati, biti likvidna, solventna i ostvarivati optimalnu profitabilnost. Zbog specifičnosti bankarskog poslovanja izdvojilo se nekoliko principa o kojima banke moraju stalno voditi računa i koji su nazvani „zlatna pravila“ bankarskog ponašanja. To su: a) princip likvidnosti, b) princip efikasnosti, c) princip profitabilnosti i d) princip solventnosti, odnosno adekvatnosti kapitala. U bankarskoj praksi se smatra da su solventnost, likvidnost i profitabilnost tri ključna principa, koje banka ne sme da zaboravi u svom poslovanju. Pridržavanje svih ovih principa je od velike važnosti kako za poslovanje same banke, tako i za poslovanje njenih komitenata, kao i za stabilnost privrednog sistema zemlje u cjelini.

Svako odlučivanje podrazumeva postojanje subjekta koji donosi odluke. Možemo ga tretirati kao donosioca odluke. To je subjekt koji ima ovlašćenje i odgovornost za rešavanje problemske situacije i donošenje odluke. Ako se radi o sistemu, onda donosilac odluke može biti čovek kao pojedinac, grupa posmatrana kao organ ili organizacija kao celina. U slučaju kada pojedinac rešava sopstveni problem pitanje posledica ne treba ni postavljati, dok u slučaju organizacije tačno se zna da onaj ko ima ovlašćenje da donosi odluke mora snositi i posledice te odluke. Međutim, u oba slučaja subjektivni element dolazi do izražaja.

Kod problema odlučivanja pažnja je usmerena na tri pojma i to: 1) proces odlučivanja,

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2) donosioca odluke i 3) samu odluku. Donosilac odluke raspolaže sa nekoliko alternativa, pa njegov izbor podrazumeva upoređivanje tih alternativa i analizu njihovih posledica. Pod odlukom se može podrazumijevati momenat, u jednom tekućem procesu analize alternativa, koji se sprovodi radi postizanja određenog cilja, gde donosilac odluke mora da izabere akciju koja najverovatnije vodi postizanju zadatog cilja.

Analiza procesa odlučivanja u preduzećima se ne razlikuje od odlučivanja pojedinca. Donosilac odluke u preduzeću ima veću odgovornost jer treba da ostvari ciljeve preduzeća, te njegova odluka ima dalekosežni značaj i uticaj. Međutim, teorija odlučivanja ne može u potpunosti da zameni intuitivno razmišljanje svakog pojedinca. Doza intuicije mora da postoji i ona je različita kod svakog pojedinca. Teorija odlučivanja treba da pomogne donosiocu odluke da njegovo razmišljanje bude što uspješnije.

Proces odlučivanja se sastoji iz više faza koje je potrebno definisati. Najpre treba *definisati sistem ili problem* i njegove parametre. Drugi korak je *utvrđivanje kriterijuma odlučivanja ili ciljeva* koji se žele postići. Treći korak je *formulisanje veza između parametara i kriterijuma* tj. *modela*. Četvrti korak je *generisanje alternativa* odn. akcija promenom vrednosti parametara. Kao završna faza javlja se *izbor akcije* koja najviše zadovoljava postavljene kriterijume. Najznačajniji korak je definisanje kriterijuma odlučivanja tj. ciljeva koje pojedinac ili preduzeće sebi postavljaju. Međutim, često se javlja problem u neprepoznavanju pravog problema.

Proces odlučivanja je skup povezanih informacionih aktivnosti različite složenosti, koje su u većoj ili manjoj meri povezane i uslovljene. Sam proces odlučivanja se može opisati kao model odlučivanja. To ne znači da rešavanje problema i donošenje odluke znače jedno isto. Donošenje odluka je uvek povezano sa nekim ciljem. Zbog složenosti prirode procesa problemi odlučivanja se rešavaju na bazi kvantitativnih analiza uz sve veće korišćenje najšireg spektra savremenih informacionih sistema ili na bazi nekih drugih kriterijuma ili principa. Korišćenje kvantitativnih analiza u mnogome smanjuje rizik donošenja pogrešne odluke. To ne znači da ne treba povremeno koristiti i neke druge kriterijume i principe kao što su iskustvo i intuicija. Naprotiv, oni su poželjni ali u određenoj meri, jer u tom slučaju donosilac odluke mora biti još oprezniji nego kod primene kvantitativnih analiza.

Izbor pojedinih odluka vrši donosilac odluke, a to može biti pojedinac ili grupa ljudi. Pored donosioca odluke postoji grupa ljudi koja vrši tzv. pripremu odlučivanja, tj. sve ono što prethodi samom činu neposrednog odlučivanja. To su analitičari i od njih se očekuje da reše zadati problem. Oni moraju biti vrhunski eksperti, jer se od njih očekuje da prvo uoče karakteristike problema, zatim da vrše njegovo modeliranje i da reše problem korišćenjem odgovarajućih metoda i tehnika. Pored toga moraju biti u stanju da rezultate svoga rada prezentuju donosiocima odluke na neposredan i jasan način.

Višekriterijumsko odlučivanje je jedna od najpoznatijih oblasti u odlučivanju. Odnosi se na situacije odlučivanja u kojima postoji veći broj, najčešće konfliktnih kriterijuma, što omogućava rešavanje realnih problema. „Sve klasične optimizacione metode koriste samo jedan kriterijum pri odlučivanju, odnosno rešavanju, čime se drastično umanjuje i realnost problema koji se mogu rešavati“ (Fishburn, P; Lavalley, I. 1999).

Sa druge strane, prisustvo većeg broja kriterijuma u modelima odlučivanja ima i negativne karakteristike. Modeli postaju značajno složeniji u matematičkom smislu, pa postoji opasnost da rešenje problema obuhvati samo neke od postavljenih kriterijuma.



Zbog toga su realni problemi rešavani od slučaja do slučaja. Prema dostupnoj literaturi višekriterijumsko odlučivanje je podeljeno na višeciljno odlučivanje i višeatributivno odlučivanje ili višekriterijumsku analizu.

Analitički hijerarhijski proces (AHP – Analytic Hierarchy Process) je jedna od najpoznatijih i najčešće korišćenih metoda za odlučivanje, kada se odluka temelji na više atributa koji se koriste kao kriterijumi. U ovom slučaju odluka se odnosi na izbor neke od raspoloživih banaka ili njihovo rangiranje. U rešavanju problema mogu se prepoznati tri komponente. To su: a) dekompozicija sistema, b) komparativna procena i c) sinteza prioriteta.

Da bi se formulisao AHP model potrebno je definisati cilj, kriterijume, potkriterijume i alternative. Cilj ovog modela je rangirati prisutne banke, od najbolje do najlošije; kriterijumi su podijeljeni u dve grupe i to u kvantitativne i kvalitativne kriterijume. Kvantitativni kriterijumi su finansijski pokazatelji, koji pokazuju odlike pojedinih performansi banaka. Kod izbora finansijskih pokazatelja u modelu korišćena su iskustva više autora (na osnovu literaturnih navoda). Finansijski pokazatelji su podeljeni u četiri grupe: likvidnost, efikasnost, profitabilnost i adekvatnost kapitala. U okviru svake grupe definisani su potkriterijumi.

Ključne reči: banka, privreda, odlučivanje, novčani tokovi, menadžment

SUMMARY

Banks occupy central spot within the country's financial system due to their function, but also due to the financial resources at their disposal. Modern banks are multi financial institutions. Besides the basic functions, they offer a wide range of financial products and services to its customers and clients. "Like the circulatory system, they power economy and non-economy with the necessary financial resources, perform tasks of financial transactions on behalf of their customers and clients both at home and abroad" (Baračkai, Z. 1991).

The Bank is the main collector, distributor and concentrator of cash flow, which gives it a special place in social reproduction. Due to its economic function, there is an ongoing need for its operations to comply with the basic principles of sound business practices and thus prevent shoddy, illiquid and unprofitable business. If the Bank, or its management, in its business policy adheres to certain proven principles, then it will successfully do business and achieve optimum profitability. Few of those principles must constantly be taken and those are called "golden rules" of the banking behavior. These are: a) the principle of liquidity, b) the principle of efficiency, c) the principle of profitability and d) the principle of solvency and capital adequacy. Solvency, liquidity and profitability are three key principles that the Bank should not forget in its business. Observance of these principles is of great importance to the business of the bank, but also to the business of its customers, as well as to the stability of the economic system of the country as a whole.

Every decision implies the existence of a subject who makes decision, and we can treat it as a decision maker. This is somebody that has the authority and responsibility to solve the problem situation and make a decision. If we consider a system, then the decision



maker may be a man, as an individual, a group regarded as an authority or the organization as a whole. In the case of an individual who solves his own problem consequences of the decision do not affect the whole group, whereas in the case of organizations, it is generally known that the one who has the authority to make decisions must bear the consequences of that decision. In both cases, the subjective element comes to the fore.

When it comes to making decision we focus on three terms as follows: 1) decision-making process, 2) the decision-maker, and 3) the decision itself. The decision maker has a number of alternatives, and thus his choice involves comparing these alternatives and analyzing their consequences. We can consider decision as a moment, in a current process of analysis of alternatives that are carried out in order to achieve a certain goal, where the decision maker has to choose an action which most probably leads to achieving a given goal.

Analysis of the decision-making process in companies is no different than individual decision-making process. The decision maker in company has a greater responsibility; its decision has far-reaching significance and impact as he needs to achieve company's goals. However, decision-making theory cannot fully replace the intuitive thinking of an individual. A hint of intuition must exist and it is different within different individuals. Decision-maker should use decision theory to improve his way of thinking.

The decision process consists of several stages that need to be defined. Firstly we need to *define a system or problem* and its parameters. Second stage is *determining the decision making criteria and goals* we want to achieve. Third step is to *formulate a relationship between the parameters and criteria* i.e. *model*. Fourth step is to *generate alternatives* i.e. action by changing the parameter values. The final stage is *choosing the action* that meets the criteria the best. The most important step is to define goals that an individual or company set themselves. However, there is often a lack of recognition of the real problem.

The decision-making process is a set of related information activities, of varying complexity, which are more or less connected and conditioned. Process itself can be described as a model of decision-making. This does not mean that the problem-solving and decision-making mean the same thing. Decision making is always associated with some goal. Due to the complexity of the process, decision problems are solved on the basis of quantitative analysis with the increasing use of broad spectrum of modern information systems, or they are solved on the bases of some other criteria or principles. Using quantitative analysis greatly reduces the risk of making the wrong decision. This does not mean we should not use other criteria and principles, such as experience, intuition. On the contrary, they are desirable, but to a certain extent as in this case the decision-maker must be more careful than when applying quantitative analysis.

Decision-maker makes decisions, and this may be an individual or group of people. In addition to the decision-makers there is a group of people that perform so called preparation of decision making, i.e. everything that precedes the act of direct decision-making. They are analysts and they are expected to solve a given problem. They have



to be the top experts, as they are expected to first detect features of the problem, and to perform its modeling and problem solving using appropriate methods and techniques. In addition, they must be able to present the results of their work to the decision-makers in a direct and clear way.

Multiple criteria decision-making is one of the most popular areas of decision-making. It refers to situations in decision-making for which there is a number of usually conflicting criteria, which enables addressing the real problems. "All the classical optimization methods use only one criterion in deciding or resolving, which drastically reduces the reality of the problem that can be solved" (Fishburn, P; Lavallo, I. 1999).

On the other hand, the presence of a larger number of criteria in the decision-making models and has negative characteristics. Models become mathematically more complex and there is a danger that the solution of the problem covers only some of the criteria set. Therefore, the real problems are addressed on a case-by-case basis. According to available literature, multi-criteria decision making is divided into multi-target decision-making and multiple criteria decision making or multiple criteria analysis.

Analytical Hierarchy Process (AHP - Analytic Hierarchy Process) is one of the most commonly used methods for deciding. The decision is based on several attributes, which are used as criteria. In this case, the decision relates to the choice of some of the available banks and their ranking. In order to solve the problem can be identified three components. These are: a) the decomposition of the system, b) a comparative assessment c) synthesis of priorities.

In order to formulate AHP model, it is necessary to define objective criteria, sub-criteria and alternatives. The aim of the present model is to rank banks from best to worst; criteria are divided into two groups in both quantitative and qualitative criteria. Quantitative criteria are financial ratios, which show the characteristics of individual bank performance. When choosing the financial ratios used, experiences of several authors (based on literature data) are used. Financial indicators are divided into four groups: liquidity, efficiency, profitability, and capital adequacy. Within each group sub-criteria is defined.

Keywords: bank, economy, decision-making, cash flow, management